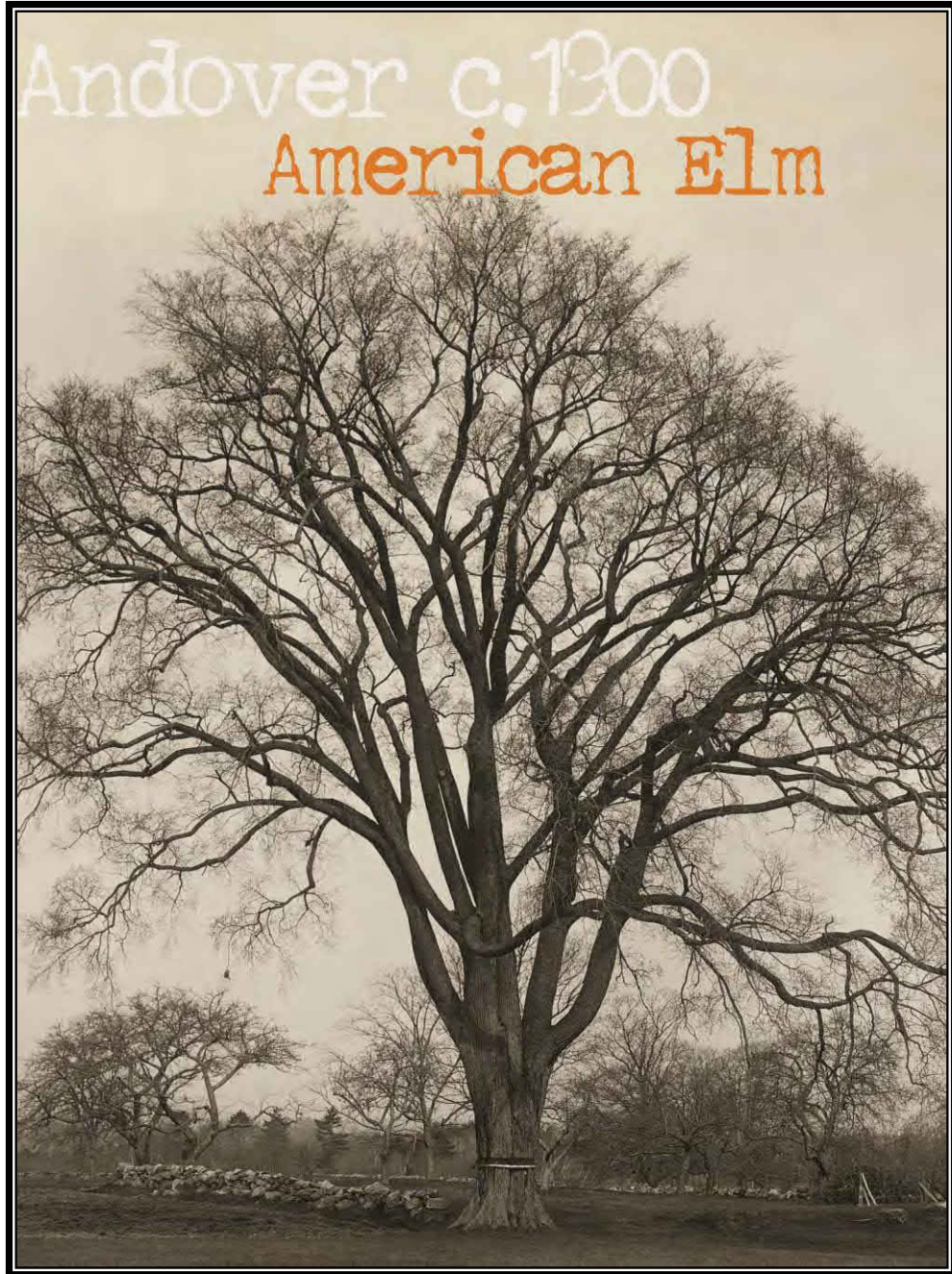


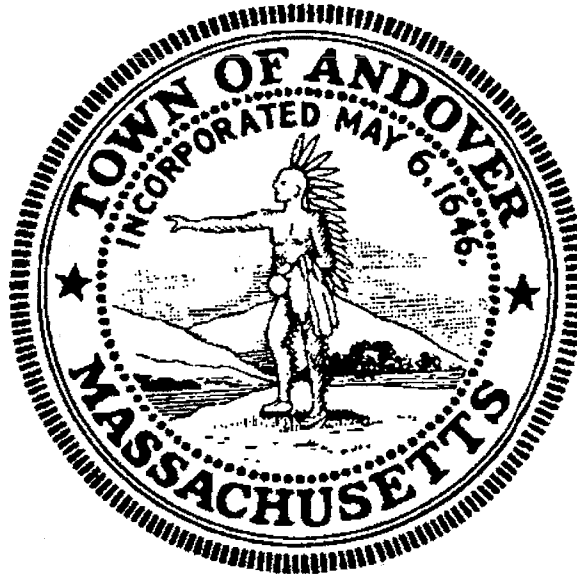
2013
ANNUAL TOWN REPORT



TOWN OF ANDOVER
MASSACHUSETTS

TOWN OF ANDOVER

2013 ANNUAL REPORT



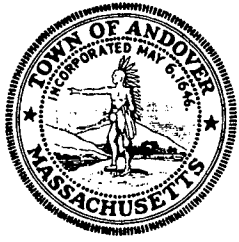
PREPARED BY THE TOWN MANAGER
PURSUANT TO THE PROVISIONS OF CHAPTER 40,
SECTION 49 OF THE GENERAL LAWS OF THE
COMMONWEALTH OF MASSACHUSETTS AND
ARTICLE II, SECTION 4 OF THE GENERAL BY-LAWS OF
THE TOWN OF ANDOVER

Annual Report Cover – The cover photo depicts a beautiful photographic image of the American Elm as displayed on the banner which hangs on the outside wall next to the rear entrance of Memorial Hall Library in Elm Square. The banner, installed on July 31, 2013, frames the Library's new outdoor patio area with its colorful umbrellas, container garden, sculpture and tall Armstrong maple tree. Elm Square is named for the towering elms that once grew in the historic center of Andover, on the grounds of Phillips and Abbot Academies and throughout the Town's broad agricultural landscape until the Dutch Elm disease dramatically changed this environment during the 20th century.

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TOWN OF ANDOVER

Town Offices
36 Bartlet Street
Andover, MA 01810
978-623-8225
www.andoverma.gov

Dear Fellow Andover Citizens,

It has been my honor to serve again over the past year as Chairman of the Board of Selectmen. The year 2013 was busy for the Town of Andover – one filled with continued challenges, transition and progress on many fronts. The Board has addressed all that has come before it with a unified sense of commitment and responsibility to the community and taxpayers of Andover.

The Board of Selectmen, School Committee and Finance Committee worked cooperatively to develop and present a balanced, consensus-based Budget to the voters at the 2013 Annual Town Meeting in the Spring. The Town's Budget, which represented a reasonable and sustainable fiscal plan for providing core education, public safety and other important municipal services to the citizens of Andover, was overwhelmingly passed on the first night.

Town Meeting also voted to support a critical part of funding for the Cormier Youth Center by appropriating \$700,000 from the Wood Trust Fund toward the project and the remaining \$700,000 toward senior programs. This final piece of the funding puzzle allowed the Board of Selectmen and the Andover Youth Foundation to finalize and execute the public/private development agreement for the project. The initial site work for the project, which will be located behind the Doherty Middle School, was completed over the Summer and Fall. Construction of the project was put on hold for the Winter and will commence in the Spring of 2014 with a December 2014 completion date.

The Bancroft Elementary School project made substantial progress during the year. The Selectmen, Finance Committee and School Committee toured the facility in the Fall and witnessed what a wonderful school it will be. The project is on time to be substantially complete in late May 2014 and financially on track to be on budget. The students will be welcomed into their new school in September 2014. This LEED Silver certified building is designed to be an environmentally sustainable facility.

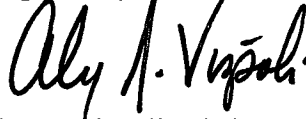
The Economic Development Council, under the leadership of Tim Vaill, had an exciting year continuing its mission of making Andover the best place to live and work in America and culminating with an Economic Summit entitled "Andover Tomorrow" in November. Guest speaker Dr. Barry Bluestone of Northeastern University spoke about the importance of economic development and its impact on school families, senior citizens and the business community. In February, the EDC delivered a document entitled "Getting Started: A Guide For Doing Business in Andover" which is a consolidated, user-friendly roadmap to assist those wanting to start a

business in the Town of Andover. The goal of the guide is to improve the approval process and answer any questions the applicant may have.

In 2013, there were a number of transitions in the Town's senior staff. Police Chief Brian J. Pattullo and Town Accountant Rodney P. Smith each retired having faithfully served the Town for over three decades. These two key Department Heads were succeeded by two internal promotions – Patrick E. Keefe as the Police Chief and Theo Moccia as the Town Accountant/Assistant Finance Director. Another long-time employee, Christopher M. Cronin, was appointed to lead the new Department of Municipal Services, formerly the Department of Public Works and Plant and Facilities Department. On a sadder note, Maria Maggio, the Acting Plant and Facilities Director, passed away after a lengthy illness.

On behalf of the Board of Selectmen, thank you for making Andover one of the best places to live and work in Massachusetts. The Town's staff and elected officials remain committed to working hard each day towards making Andover a better place. We hope that you continue to stay involved in your community and local government. Your voice and participation are needed for a healthy and vibrant Andover!

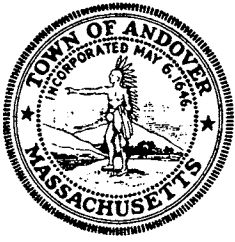
Respectfully submitted,



Alex J. Vispoli, Chairman
Andover Board of Selectmen

VISION STATEMENT OF THE
ANDOVER BOARD OF SELECTMEN

*THE TOWN OF ANDOVER, MORE THAN A PLACE TO LIVE, IS A WAY OF LIFE.
ITS LEGACY OF DEMOCRACY SHALL BE PRESERVED.
EACH CITIZEN SHOULD EXPERIENCE THE TREASURE OF
NATURE, HISTORY, INDIVIDUAL RESPECT,
NEIGHBORHOOD AND LEARNING.
AS RESOURCES AND ENERGY ALLOW, EACH OF THESE GIFTS
FROM THE PAST WILL BE ENRICHED IN THE PRESENT
FOR THOSE YET TO BE.*



TOWN OF ANDOVER

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To the Honorable Board of Selectmen and Citizens of the Town of Andover:

"Any enterprise, whether a company, society, nation, church, social venture, school, hospital, military unit, orchestra, team or another human organization, faces a constant struggle to find the balance between continuity and change. No human enterprise can succeed at the highest levels without consistency;"¹

In Great By Choice, Jim Collins and Morten T. Hansen write about building and sustaining great enterprises in difficult times. One of the key elements they found in the organizations they studied was consistency. It is this consistency that the Town of Andover has relied upon to emerge from the Great Recession in sound fiscal condition. In the past several years, the Town has ended the fiscal year with over \$4.0M in Free Cash, annually appropriated several million dollars into Stabilization Funds to build strong reserves and maintained the Standard & Poor's AAA bond rating. Standard & Poor's also gave Andover a "stable outlook" because of the "continued consistent financial performance and underlying economy supported by strong management." This is good news for the taxpayers in Andover as they get great value for their real estate taxes. This didn't happen by chance. It is the result of many years of balancing the complex needs of the community against the Town's limited ability to pay for them. It is also the by-product of this administration's dedication to continuously improving the sustainable and consistent way Andover's finances are planned and managed.

The year 2013 witnessed progress on a number of important construction projects. The Bancroft Elementary School construction project went well all year and it is on track to be completed on time (late May, 2014) and on budget. The Andover Youth Center was the subject of a Special Town Meeting in May. The sum of \$700,000 was transferred from the Wood Fund to supplement the Town and Andover Youth Foundation funds which provided sufficient resources to allow it to go out to bid during the Fall. A contractor was selected and construction will begin in the Spring of 2014 with an anticipated completed date of late December. A successful Doherty Middle School site improvement project was completed in just ten weeks during the Summer school break. The work included replacing all pavement, sidewalks and drainage. It also included new bus and parent pick up and drop off areas, parking areas and a handicap accessible and compliant entrance. The Deyermund Sports Complex on Blanchard Street was completed and enjoyed a "soft opening" in the Fall with limited soccer play. A grand opening and dedication is planned for the Spring, 2014.

At the Annual Town Meeting, two notable zoning by-law amendments were presented. A Senior Residential Community Overlay District was approved to create housing options and

¹ Great By Choice: Jim Collins and Morten T. Hansen.

related services for person 62 years or older. The Franciscan property on River Road in West Andover was re-zoned for this new district. Also, an Industrial 2 District was approved to encourage and allow service-oriented development and businesses. There were two areas designated as ID2 districts: River Road at I-93 and Dascomb Road at I-93.

In addition, the zoning by-law amendment to create an Andover Transit Oriented Development Overlay District at the triangle formed by Pearson Street, Railroad Street and North Main Street was narrowly defeated. This district would have provided for controlled economic development and a mix of housing, retail and business uses around the train station and Town Yard and would have necessitated the relocation of the Town Yard.

In September, I presented an OPEB Report (Other Post Employment Benefits) which had a number of recommendations including a 20-year funding schedule to reduce the Town's liability. It was recommended to annually appropriate into the OPEB Trust Fund from the General Fund, Water and Sewer Enterprise Fund and Free Cash. The Town's actuaries included this 20-year funding plan in their valuation analysis and reduced the Town's OPEB liability from \$215M to \$144M.

At the Spring Annual Town Election both Brian P. Major and Alex J. Vispoli were re-elected to the Board of Selectmen. Sheila M. Doherty was re-elected as Town Moderator. Paula Colby-Clements was re-elected to the School Committee and Barbara L'Italien was elected to fill the seat of Richard J. Collins who did not seek re-election.

Tina B. Girdwood was the recipient of the 2013 Virginia Cole Community Service Award for over thirty years of service to the Town. She founded the Andover Recycling Committee in the 1970's, was an active member of the League of Women Voters, several on the School Committee for nine years and, most recently, served as President of the Andover Coalition for Education.

During the year, Town Accountant Rodney P. Smith retired after 32 years of dedicated service. Patrick E. Keefe was appointed as Police Chief replacing Brian J. Pattullo who retired in August after serving the Town with distinction for 32 years. Our friend Maria Maggio passed away during the Summer. Maria served as the Acting Director of the Plant and Facilities Department. Her upbeat, can do attitude has left an indelible memory on all who worked with and for her.

In closing, I want to thank the Board of Selectmen for their support of my administration, the Department Heads, Division Heads and staff for all they do continually and consistently to improve the services they provide to the public and to Sandy Cassano for making our office the best Town Manager's Office in the Commonwealth!

Very truly yours,

A handwritten signature in dark ink, reading "Reginald S. Stapczynski". The signature is fluid and cursive, with the first name and last name clearly legible.

Reginald S. Stapczynski
Town Manager

TOWN OF ANDOVER

MISSION & VALUES STATEMENT

*Developed by the
Board of Selectmen, Town Manager, and Town Department Heads
Adopted by the Board of Selectmen on October 6, 2003*

The mission of the Town of Andover is to ensure the safety, education, and well-being of the community; to be a leader in the delivery of efficient and effective quality services that respond to community needs; to promote the continuous improvement of staff skills and performance; to encourage an environment of trust; to respect cultural and economic diversity; and to preserve the historic character of the community.

The Board of Selectmen, as the chief policy makers for the Town of Andover, Massachusetts, will provide leadership in advancing the following primary and supporting values:

VALUE 1 – ENSURE THE SAFETY, EDUCATION, AND WELL-BEING OF THE COMMUNITY

- 1.1 Protect the safety of persons and property
- 1.2 Maintain the high quality of education for all
- 1.3 Maintain the Town's infrastructure
- 1.4 Promote public health programs and awareness
- 1.5 Manage the impact of non-municipal public utilities
- 1.6 Support human/community services
- 1.7 Ensure compliance with regulatory requirements
- 1.8 Identify and promote economic opportunities

VALUE 2 – BE A LEADER IN THE DELIVERY OF EFFICIENT AND EFFECTIVE QUALITY SERVICES THAT RESPOND TO COMMUNITY NEEDS

- 2.1 Deliver innovative municipal services
- 2.2 Encourage cost saving initiatives
- 2.3 Assess and prioritize community needs
- 2.4 Maintain the Town's "Aaa" bond rating

VALUE 3 – PROMOTE THE CONTINUOUS IMPROVEMENT OF STAFF SKILLS AND PERFORMANCE

- 3.1 Recruit, develop, and retain a highly skilled workforce

- 3.2 Promote and recognize municipal professionalism
- 3.3 Measure, evaluate, and improve performance

VALUE 4 – ENCOURAGE AN ENVIRONMENT OF TRUST AND HONESTY

- 4.1 Uphold high ethical standards
- 4.2 Value teamwork and cooperation
- 4.3 Promote open communication with the public
- 4.4 Solicit citizen participation
- 4.5 Recognize the outstanding contributions of citizens

VALUE 5 – RESPECT CULTURAL AND ECONOMIC DIVERSITY

- 5.1 Promote diversity in the workforce and community
- 5.2 Provide services that are accessible, fair, and equitable
- 5.3 Support housing alternatives

VALUE 6 – PRESERVE THE HISTORIC CHARACTER OF THE COMMUNITY

- 6.1 Celebrate Andover's unique heritage
- 6.2 Protect and acquire open space

THE ANDOVER VISION

As citizens of Andover, we are grateful to those in the past who nurtured the attractive, well managed, and vibrant town that we enjoy today. At the same time, we are mindful of our current stewardship and the fragile nature of much that we cherish. We have confidence that the most promising approach to the future is to acknowledge and act upon the values that we share. This is our Vision and our hopes and commitments for the Andover of the future. *Vision 21 Committee – July 26, 2004*

QUALITY EDUCATION

We will offer a rich and challenging public education that builds essential skills and knowledge that support a broad range of academic and vocational options, enable successful participation in our society and culture, and sustain curiosity and learning in a world of new and ever changing opportunities. We will cultivate the public library as a resource for lifelong learning and enrichment and as facilitator for the flow of information throughout the community. We will find ways to protect the quality of these institutions through fluctuating economic cycles.

OPEN SPACE AND RECREATION

We will continue to acquire and protect open space as a crucial natural resource that helps to maintain the character of the town, offers access to both active and passive recreation, and provides an important natural system for water recharge, flood control, and wildlife habitat.

VIBRANT DOWNTOWN

We will maintain our downtown as an attractive and vibrant center with a mix of commercial and public activities, historical elements, and parks. We will use permits, zoning guidelines, and planning approvals to attract and keep pedestrian-friendly street-level enterprises.

SMALL-TOWN CHARACTER

Even as the Town continues to grow, we will actively seek to identify and preserve those elements — town layout and scale, central focus, community-wide activities, respect for historical structures, and residential mix that give Andover its small-town character.

CITIZEN PARTICIPATION

We will govern ourselves in a manner that encourages participation by all, that consistently provides adequate information for making informed choices, and that acts to preserve our investment and the interests of the community as a whole. We will acknowledge the needs of others and consider compromises that are in the best interest of the Town and region.

HISTORICAL HERITAGE

We will maintain strong and consistent zoning that protects historic buildings and places, and we will support the institutions that protect and promote Andover's historical heritage.

CULTURAL DIVERSITY

We will be respectful of Andover's many races, ethnicities, religious beliefs, and lifestyles. We will facilitate public events that celebrate diversity and provide opportunities for sharing cultural traditions. As a community, we will not tolerate acts of hatred or persecution.

FINANCIAL STABILITY

We will follow prudent financial practices that balance consistent high-quality services, private vs. public responsibility, stable tax rates, and responsible levels of debt. We will set ambitious goals but live within our means. In making financial decisions, we will include an understanding of long-term costs and consequences, particularly to the environmental integrity of the Town. We will consider regional partnerships that offer more effective and economical options, and we will manage the impact of our decisions on property values relative to similar communities.

HEALTHY AND SAFE ENVIRONMENT

We will protect public health and safety through careful monitoring and enforcement of environmental, health, and safety regulations and by continuing to provide effective and responsive fire and police protection and beneficial public health services.

MANAGEMENT OF NATURAL RESOURCES

We will manage and protect our natural resources, particularly water, in a manner that acknowledges our responsibility to future generations and to other communities that share those resources. We will monitor air quality and take measures to mitigate negative effects of emissions from vehicles, regional incinerators, and industrial facilities.

TOWN SERVICES

We will provide effective and efficient services that build and maintain Town infrastructure, handle Town business, and assist citizens. We will use technology to facilitate interdepartmental communication and efficiency, and to provide public access to Town information.

HUMAN SERVICES

Through our department of community services, other Town programs, and religious institutions, we will sponsor services and programs, facilities, outreach, and recognition to veterans, seniors, youth, and the disabled or disadvantaged among us. We will foster connections among all citizens to help us to appreciate, learn from, and support one another.

TRANSPORTATION

We will monitor changing commuting patterns and side-effects on air and water quality, noise, and traffic. We will work within the region to strengthen opportunities for regional transit, rail travel, commuter buses, and improved connections with mass transit hubs. We will seek solutions to local needs for downtown and commuter parking, for safe and efficient traffic flow, and for shuttle service to local facilities and services. We will encourage foot and bicycle travel as an alternative to automobiles, whenever feasible.

COMMUNITY DEVELOPMENT PLAN

Background – In January 2000, the Governor issued Executive Order 418 providing cities and towns with \$30,000 to create a Community Development Plan (CDP) to address the state's critical housing need while simultaneously balancing economic progress, transportation issues and open space preservation. The CDP's purpose is to encourage people to think about what is best for the whole community now and in the future. The Department of Housing and Community Development approved Andover's CDP in December 2004. As a result, Andover continues to be eligible for state funding and competitive grants. The Town will also use the Plan's conclusions to update the corresponding four sections in the 1992 Master Plan.

Introduction – The Town of Andover is faced with several challenges: 1) Housing has become less affordable for those who want to live and work, or simply to remain, in Andover; 2) Andover must remain economically competitive to maintain a stable tax base; 3) Limited funding and the continuous development of substandard parcels impede the preservation of open space; and 4) Residential, commercial, and industrial development at the local and regional levels has dramatically increased traffic. The foundation of the CDP is the Andover Vision Statement. The Vision provides a framework for decision-making by Town officials and citizens. Where elements of this Plan differ from the Vision, implementation must involve balance and compromise, weighing the various inputs according to their proportionate value.

Economic Development Element – Andover has a strong local economy that was created through properly designed land uses, strong planning, and good positioning. In order to be competitive in the changing economy, it is recommended that the Town proceed with the following economic strategies: 1) Create a new management and marketing organization or committee that focuses on local business interests while utilizing the marketing skills of regional organizations; 2) Consider adopting zoning bylaw amendments that encourage a diverse mix of high quality/low impact industries and allow the development and redevelopment of existing parcels; 3) Improve infrastructure and programs that create access to industrial land and reduce congestion on local roads; and 4) Seek partnerships with Andover's business community.

Housing Element – Over time, the enhanced economy has provided a tax base that created first-rate town services, including a high-quality school system, and funding for open space preservation. The result is increased demand for the remaining land. Housing costs have outpaced the region and the nation over the past ten years. Due to Andover approaching its build out, greater care is needed in planning for future land development. Unless measures are taken to protect and increase

Andover's housing supply, there is a danger that people who were raised here and who work here, will no longer be able to afford Andover. The solution is coordinated expansion of opportunities for different market segments, gradually reducing pressure and opening new options. Suggested recommendations: 1) Keep designated affordable housing units in perpetuity; 2) Provide outreach to seniors and encourage elderly housing developments; 3) Establish a housing trust fund; and 4) Encourage zoning bylaw regulations that reuse old, industrial buildings for residential uses, maintain a mix of housing stock, preserve neighborhoods and promote new development to be moderate in scale.

Open Space Element – The value of land in Andover has become so high; almost every parcel now in private hands is vulnerable to housing or commercial development within the next few decades. The need to protect critical open space areas is necessary to protect Andover's small town character, provide recreational opportunities, and continue wise management of natural resources. Suggested recommendations: 1) Acquire undeveloped portions of watershed or protect it through regulations; 2) Encourage developers to design subdivisions that protect critical areas and provide open space parcels and connections to conservation land; 3) Establish alternative linkages and trails; 4) Develop a management plan for town-owned conservation properties, and budget annually for maintenance of conservation areas; 5) Encourage volunteer efforts to promote proper use and maintenance whenever possible; and 6) Seek funding mechanisms to assist in continued acquisition of prioritized undeveloped land.

Transportation Element – Andover's transportation system supports businesses and residences and connects Andover to neighboring towns and the regional interstate system. Although Andover has an excellent road system, there are issues that need attention. Over time, commercial, industrial, and residential development has increased the number of vehicles and the frequency of use into unaccustomed neighborhoods. Suggested recommendations: 1) Support high-speed transit systems that will link Andover with other areas of the Commonwealth and New England; 2) Support improvement of the Merrimack Valley Regional Transportation Authority's flexible design service along with expansion of days and hours of service; 3) Repair or replace the inadequate bridges; 4) Increase bicycle use by providing a range of options; 5) Improve access and management of the River Road and Dascomb Road areas to create more efficient traffic flow and allow existing industrial land to be effectively developed; 6) Promote zoning and land use regulations that are consistent with the region's transportation goals; and 7) Build new access from I-93 to Burtt Road and Lowell Junction to allow existing industrial land to be developed and decrease vehicle trips on neighborhood roads.



University of
Massachusetts
Lowell

Town of Andover 2012 Andover Citizens Survey Executive Summary



The Town of Andover partnered with the Center for Public Opinion at UMass Lowell to conduct the 2012 Andover Citizens Survey. A total of 555 responses were received back from the 1,200 Andover households that were randomly selected to participate in the survey in the fall of 2012. This represents an excellent 47% response rate.

Overall, citizens found the Town of Andover to be a very desirable place to live, raise children, work and engage in recreational activities. The town got more mixed ratings as a place to shop and dine, and as a place to retire. When it comes to community characteristics, Andover got its highest ratings for being a visually appealing and safe community, with strong ratings for having a "small town feel" and an overall "sense of community." The lowest marks were on the range of available housing options and the lack of public transportation options.

Andover is viewed as a safe place to live largely because of the lack of any serious crime. Not a single person viewed violent crime as a serious problem. The largest problems appear to be automobile speeding (50% Strongly or Somewhat Agree that it is a problem), whereas 27% of respondents also see unsupervised youth as a problem.

The most important draw for the town of Andover is its public school system, with 45% of respondents saying that this was and is essential to moving to and staying in Andover. Town services, small town lifestyle, and property values also come in as very important reasons that individuals and families move to and stay in Andover. Most respondents agreed that the current mix of property uses is "just about right," but sizable minorities expressed a desire for more open spaces and farmland, large retail shops, and small shops and businesses.

Voting in Andover appears to be quite high, with only 21% claiming to have not voted in any elections over the last 12 months. And while majorities have not attended town meetings, 45% have watched a town meeting at least one on television, 81% have attended a town event, and 93% have shopped in the Downtown Business District. As commentators often lament the lack of civic engagement, these responses indicate that social capital appears quite high in Andover.

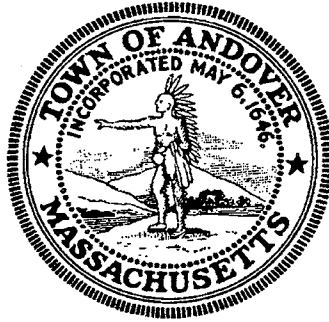
Most town services receive 'Excellent' or 'Good' Ratings. Standouts include Ambulance/EMS services, Library Services, Fire services, Trash/Recycling and Police. The lowest marks are given for public transportation options, the availability of public parking, sidewalk maintenance and street maintenance/repair. It should be noted, however, that majorities of citizens rate every single service category positively, which is a remarkable achievement for a town government.

Many residents (46%) report reading the Andover Townsman on a weekly basis, and 38% look at the Eagle-Tribune weekly. These local publications outpace the Boston Globe or the Boston Herald as places where residents turn for information about the town, suggesting that local information is still often disseminated most effectively at the local level. The 2012 Andover Citizen Survey also included a specific question about expanding senior housing options. A majority of respondents (59%) are either 'somewhat' or 'very' interested in seeing senior housing expanded in the town.

View the complete 2012 Andover Citizens Survey Results Report at
<http://andoverma.gov/publish/citsurvey>

TOWN OF ANDOVER DEPARTMENT/DIVISION HEAD DIRECTORY

Chief Information Officer	Paul J. Puzzanghera
Community Development & Planning Department	
Director of Health	Thomas G. Carbone
Director of Planning	Paul T. Materazzo
Director of Conservation	Robert J. Douglas
Inspector of Buildings	Christopher A. Clemente
Electrical Inspector	Paul J. Kennedy
Plumbing, Gas & Sewer Inspector	Richard K. Danforth
Community Services Director	Mary L. Montbleau
Elder Services Director	Katherine D. Urquhart
Emergency Management Director	Police Chief Patrick E. Keefe
Finance and Budget Department	
Finance Director	Donna M. Walsh
Chief Assessor	David A. Billard
Collector/Treasurer	David J. Reilly
Purchasing Agent/Insurance Coordinator	Thomas P. Watkins
Fire Chief	Michael B. Mansfield
Human Resources Director	Candace A. Hall
Plant and Facilities Department	
Acting Director	Edwin S. Ataide
Superintendent of Buildings	Edwin S. Ataide
Superintendent of Parks and Grounds	Paul E. Sanborn
Police Chief	
Commander	Patrick E. Keefe Charles E. Heseltine
Public Works Department	
Acting Director	Christopher M. Cronin
Highway Superintendent	Christopher M. Cronin
Superintendent of Water & Sewer Distribution	Morris B. Gray
Town Engineer	Brian W. Moore
Memorial Hall Library Director	Beth Mazin
Superintendent of Schools	Dr. Marinel D. McGrath
Town Accountant	
Assistant Town Accountant	Rodney P. Smith Theodora K. Moccia
Town Clerk	
Assistant Town Clerk	Lawrence J. Murphy Kathleen F. McKenna
Town Counsel	Thomas J. Urbelis
Town Manager	
Assistant Town Manager	Reginald S. Stapczynski Steven S. Bucuzzo
Veterans Services Agent	Michael Burke
Youth Services Director	William D. Fahey



DIRECTORY OF TOWN OFFICIALS
AS OF DECEMBER 31, 2013

ELECTED

BOARD OF SELECTMEN

Alex J. Vispoli, Ch.	- 2016
Daniel H. Kowalski	- 2015
Brian P. Major	- 2015
Mary K. Lyman	- 2014
Paul J. Salafia	- 2016

SCHOOL COMMITTEE

Dennis F. Forgue, Ch.	- 2014
Annie W. Gilbert	- 2015
Paula Colby-Clements	- 2016
David A. Birnbach	- 2015
Barbara A. L'Italien	- 2016

ANDOVER HOUSING AUTHORITY

James A. Cuticchia, Ch.	- 2014
Francis A. O'Connor	- 2015
Janice Burkholder	- 2016
Daniel T. Grams	- 2016
Calvin A. Deyermond*	- 2016

* Appointed by Cabinet Secretary of Executive
Office of Communities and Development

**GREATER LAWRENCE TECHNICAL
SCHOOL DISTRICT COMMITTEE**

Leo J. Lamontagne, Ch., Lawrence	- 2016
Marilyn M. Fitzgerald, Andover	- 2015
Frank A. Rossi, North Andover	- 2014
Angel Garcia, Lawrence	- 2016
Gary M. Mannion, Jr., Lawrence	- 2016
Barbara Grondine, Methuen	- 2016
Jessica Finocchiaro, Methuen	- 2016

TRUSTEES OF PUNCHARD FREE SCHOOL

Earl G. Efinger, Ch.	- 2015
Dr. Eric Stubenhaus	- 2015
Donald F. Schroeder	- 2014
James E. Sutton	- 2014
Randall L. Hanson	- 2016

TOWN MODERATOR

Sheila M. Doherty	- 2014
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CORNELL FUND TRUSTEES

Richard J. Bowen	- 2014
Calvin G. Perry	- 2016
Kenneth B. Ozoonian	- 2015

APPOINTED

TOWN MANAGER – REGINALD S. STAPCZYNSKI

BOARD OF ASSESSORS

Dennis M. Adams	- 2015
David A. Billard	- 2016
Lewis C. Trumbore	- 2015

AUDIT COMMITTEE

Paul C. Dow, Ch.	- 2016
Robert E. Finneran	- 2015
Steven G. Caron	- 2014
Steven S. Sintros	- 2015
Kathleen O. Sherman	- 2014

BALLARDVALE FIRE STATION BLG. COMM.

Daniel S. Casper, Ch.	- 2014
James T. Curtis	- 2014
George Thomson	- 2014
Michael Igo	- 2014
John J. Kiely	- 2014
Gary R. Rowe	- 2014
Rebecca A. Backman	- 2014

BALLARDVALE HISTORIC DISTRICT COMM.

Joanna L. Reck, Ch.	- 2016
Diane R. Derby	- 2014
Ronald J. Abraham	- 2015
Madelyn I. Mitton	- 2015
Leo M. Greene	- 2015
Sheldon A. Fine	- 2016
Gary R. Rowe	- 2014

CABLE ADVISORY COMMITTEE

Zeff Marusich	- 2015
John B. Flynn	- 2016

COMMISSION ON DISABILITY

Madelaine St. Amand, Acting Ch.	- 2015
Justin J Coppola, Jr.	- 2016
Donna B. Gorzela	- 2015
Bernadette L. Lionetta	- 2016
Jade Perry	- 2015
Julie E. Pike	- 2016
Ruth A. Rosensweig	- 2014
Stephen W. Surette	- 2014

CONSERVATION COMMISSION

Donald D. Cooper, Ch.	- 2014
Jon M. Honea	- 2016
Kevin J. Porter	- 2016
Alexander Driscoll	- 2015
Floyd S. Greenwood	- 2014
Michael Walsh	- 2015
Philip L. Sutherland	- 2016

CONTRIBUTORY RETIREMENT BOARD

James A. Cuticchia, Ch.	- 2014
Anthony K. Stankiewicz, Esq.	- 2014
Elena M. Kothman	- 2016
Rodney P. Smith, Ex-Officio	

COUNCIL ON AGING

Donald W. Robb, Ch.	- 2016
Joseph T. Ponti	- 2015
Kathleen M. Devanna	- 2014
Ann M. Grecoe	- 2016
Michael J. Roli	- 2014
Stuart C. McNeil	- 2016
Michael J. Roli	- 2014
Joan M. Fox	- 2016
Margaret V. O'Connor	- 2016
Michael E. Basile, Jr.	- 2014
M. Louise Ordman	- 2014

CULTURAL COUNCIL

Judith T. Farzen, Co-Ch.	- 2014
Leslie Seaton Malis, Co-Ch.	- 2016
Lenore A. Price	- 2016
Kathleen M. Dolan	- 2016
Denise Johnson	- 2016
Molly Ann Foley	- 2015
Merit Tukiainen	- 2015
Linda C. Carpenter	- 2015
Nora Kay Pelt	- 2015

DESIGN REVIEW BOARD

Craig D. Gibson, Ch.	- 2014
Anita M. Renton	- 2016
Ann E. Constantine	- 2016
Suzanne Korschun	- 2014
Eric I. Daum	- 2015

ELDERLY TAX AID COMMITTEE

David J. Reilly, Ch.	- 2014
Michael Burke	- 2014
Klaus B. Lasch	- 2014

FINANCE COMMITTEE*

S. Jon Stumpf, Ch.	- 2016
Joanne F. Marden.	- 2015
Eugenie M. Moffitt	- 2015
Mary O'Donoghue	- 2016
John J. Barry, Jr.	- 2016
Paul Fortier	- 2014
Margaret N. Kruse	- 2015
Linn N. Anderson	- 2015
Gregory A. Serrao	- 2014

*Appointments made by the Town Moderator

BOARD OF HEALTH

Candace B. Martin	- 2016
Katherine Y. Kellman	- 2014
Dr. Gopala K. Dwarakanath	- 2015

HOUSING TRUST FUND TRUSTEES

Linda A. O'Connell, Ch.	- 2016
Joan H. Duff	- 2016
Carolyn Hall Finlay	- 2016
Janice Burkholder	- 2016
Charles W. Wolf	- 2015
Reginald S. Stapczynski	- 2015

INF. TECHNOLOGY ADVISORY COMM.

Maurice P. Desruisseau	- 2016
Firdaus Bhathena	- 2016
Mark Merritt	- 2016

MEMORIAL HALL LIBRARY TRUSTEES

Karen M. Herman, Ch.	- 2014
Carolyn A. Fantini	- 2016
Laurence J. Lamagna	- 2015
Mark J. Yanowitz	- 2014
John P. Hess	- 2015
Anthony J. Straceski	- 2015

ECONOMIC DEVELOPMENT COUNCIL

Timothy L. Vail, Ch.	- 2015
Dave VS. Pierre	- 2015
Andrea Leary	- 2015
Steven Leed	- 2015
Kenneth A. Bradley	- 2015
R. Thomas Belhumeur	- 2015
T. Bradley Duffin	- 2015
Jeffrey Spagat	- 2015
Marlene P. Hoyt	- 2015
Michelle Macaux	- 2015
John W. Fenton	- 2015

GREEN ADVISORY BOARD

Gregory M. Sebasky, Ch.	- 2015
Iric L. Rex	- 2015
Melanie A. Cutler	- 2014
Brian O. Salazar	- 2016
Anil V. Navkal	- 2014
Jonathan C. Unger	- 2015
Girish S. Rao	- 2014
Donald Michelinie	- 2016
Austin C. Stern II	- 2015

HOUSING PARTNERSHIP COMMITTEE

Ann T. Cobleigh, Ch.	- 2016
Gail L. Ralston	- 2015
Edward J. Smith	- 2015
Kevin M. Cuff	- 2014
Francis A. O'Connor	- 2014
Vinod K. Bhandari	- 2016
Jonathan D. Fuller	- 2014

LOWELL JCT. INTERCHANGE TASK FORCE

Christian C. Huntress, Ch.	- 2014
Kerry P. O'Kelly	- 2014
Beth A. Neimi	- 2014

PATRIOTIC HOLIDAY COMMITTEE

Calvin A. Deyermond, Ch.	- 2014
Veterans Serv. Agent Michael Burke	- 2014
Fire Chief Michael B. Mansfield	- 2014
John J. Lewis	- 2014
Robert S. Hamilton	- 2014
James F. Bedford	- 2014
Susan W. Ratyna	- 2014
Stephen H. Wallingford	- 2014
R. Scott Parrish	- 2014
Calvin G. Perry	- 2014
Kevin P. Bibeau	- 2014
Barbara H. Hillman	- 2014

PLANNING BOARD

Joan H. Duff, Ch.	- 2014
Vincent A. Chiozzi, Jr.	- 2016
Eric W. Macaux	- 2014
James D. Doherty, Jr.	- 2015
Lelani B. Loder	- 2016
Zachary C. Bergeron – Assoc. Member	- 2014

RECYCLING COMMITTEE

Keith M. Saxon, Ch.	- 2015
Alanna M. McKee	- 2016
Donald H. Gottfried	- 2016
Eleanor A. Storch	- 2016
Michael W. Elmer	- 2016

SCHOLARSHIP COMMITTEE

David J. Reilly	- 2014
Philip J. Giguere	- 2014
Janis J. Hill	- 2014
Dr. Eric Stubenhaus	- 2014
Carolyn R. Hanson	- 2014

SPRING GROVE CEMETERY TRUSTEES

John S. Bigelow, Ch.	- 2014
Sandra L. Dearborn	- 2016
Richard E. Amsterdam	- 2015

TRIAD COUNCIL

Russell D. Ouellette	- 2015
Ethel A. Olsen	- 2015
Mary Joyce Kernan	- 2015
John L. Howard, Jr.	- 2015

YOUTH CENTER BUILDING COMMITTEE

Chris C. Huntress, Ch.	- 2015
Nancy K. Jeton	- 2015
Bill D. Perkins	- 2015
Lewis C. Trumbore	- 2015
David Giangrande	- 2015
David J. Gorman	- 2015
Joe Spanos	- 2015

PRESERVATION COMMISSION

Karen M. Herman, Ch.	- 2015
James S. Batchelder	- 2015
Leslie A. Frost	- 2014
Leo M. Greene	- 2016
Craig D. Gibson	- 2016
Arnold W. Dyer, Jr.	- 2016
Joanna L. Reck	- 2014

BOARD OF REGISTRARS

Ronald C. Hajj	- 2015
William T. Downs	- 2016
Gerald F. Gustus	- 2014

SCHOOL BUILDING COMMITTEE

Thomas R. Deso, Ch.	- 2014
Joseph J. Reilly	- 2014
Dr. Malcolm Forsman	- 2014
Dr. Marinell McGrath	- 2014
Annie W. Gilbert	- 2014
Edwin S. Ataide	- 2014
William F. Held, II	- 2014
Emil Frei, IV	- 2015

TOWLE FUND TRUSTEES

Christopher S. Doherty, Ch.	- 2016
Jane Morrissey	- 2015
Randall L. Hanson	- 2015

ZONING BOARD OF APPEALS

David W. Brown, Ch.	- 2014
Neil B. Magenheimer	- 2016
Carol C. McDonough	- 2016
Phillip L. Boness	- 2015
Kate R. Bagnesi	- 2014
Elizabeth M. Oltman – Assoc. Member	- 2015
Lisa A. Rechisky – Assoc. Member	- 2016
Denise A. Bordonaro – Assoc. Member	- 2015
Tara K. Wilson – Assoc. Member	- 2015

DIR. OF EMERGENCY MANAGEMENT

Police Chief Patrick E. Keefe - 2014

GR. LAWR. COMM. ACTION COUNCIL

Kenneth E. MacKenzie, Esq. - 2016

INSPECTOR OF ANIMALS

Wayne D. Nader - 2014

MBTA ADVISORY BOARD

Katherine O'Neil - 2016

MERR. VALLEY REG. TRANSIT AUTHORITY

Planning Director Paul T. Materazzo - 2014

Senior Planner Lisa Schwarz – Alt. - 2014

FOREST WARDEN

Fire Chief Michael B. Mansfield - 2014

GR. LAWR. SANITARY DISTRICT REP.

Morris B. Gray, Jr. - 2015

KEEPER OF THE LOCKUP

Police Chief Patrick E. Keefe - 2014

MERR. VALLEY PLANNING COMMISSION

Joan H. Duff - 2014

VETERANS SERVICES AGENT

Michael Burke - 2014

FORTY-NINTH ANNUAL FOUNDERS' DAY – MAY 21, 2013

*FOUNDERS' DAY WAS ESTABLISHED BY THE BOARD OF SELECTMEN IN 1965 TO MARK
THE DATE OF THE TOWN'S INCORPORATION – MAY 6, 1646 – AND
TO HONOR SCHOOL AND TOWN EMPLOYEES WITH TEN OR MORE YEARS
OF DEDICATED SERVICE TO THE CITIZENS OF THE TOWN OF ANDOVER.*

TOWN DEPARTMENTS

40 Years of Service:

Nancy E. Richards, Memorial Hall Library

35 Years of Service:

Mary L. Montbleau, Community Services

30 Years of Service:

Bruce L. Belbin, Fire Rescue
Kevin J. Connors, Fire Rescue
Patrick F. O'Hagen, Public Works Dept.

Harry T. Collins, Police Department
John A. Dizoglio, Fire Rescue
Patricia E. Ward, Public Safety

25 Years of Service:

Mark D. Conlon, Fire Rescue
Donald E. Hinckley, Fire Rescue
Joan M. Lemieux, Fire Rescue
Joanne E. Martel, CD&P/Health Div.
Colin D. Radford, Police Department
John K. Senee, Fire Rescue
Barry S. Thornton, Fire Rescue

Christopher M. Cronin, Public Works Dept.
Charles R. Kearn, Public Works Dept.
William D. Loehr, Fire Rescue
John G. McMullen, Fire Rescue
Todd D. Richardson, Fire Rescue
Robert A. Stabile, Fire Rescue
Ernest T. Vocell, Fire Rescue

20 Years of Service:

Philip R. Boulanger, Fire Rescue
Elena M. Kothman, Retirement
Michael P. Murnane, Public Works Dept.
Stephen W. Surette, Public Works Dept.

Matthew E. Burke, Fire Rescue
Jacqueline M. Moses, Fire Rescue
William J. Ouellette, Police Department

15 Years of Service:

Scott C. Bernard, Public Works Dept.
Christopher A. Clemente, CD&P/Building
Jesus M. Delacruz, Plant & Facilities
Jason M. Dowd, Police Department
Patrick E. Keefe, Police Department
Kyle P. Murphy, Fire Rescue
Luis F. Resendes, Public Works Dept.
Keith D. Weightman, Fire Rescue

David J. Carriere, Police Department
Michael W. Connor, Police Department
Geraldine A. Deyermund, Library
Terrie L. Floyd, Memorial Hall Library
Kurt L. Kefferstan, Public Works Dept.
Robin R. Redman, Town Clerk's Office
Jeffrey C. Ring, Plant & Facilities
Donna M. Zahoruiko, Plant & Facilities

10 Years of Service:

Paul J. Kennedy, CD&P/Building	Alan R. Klenner, Elder Services
Harry M. Krikorian, Public Works Dept.	John L. Mota, Public Works Dept.
Janet E. Nicosia, Plant & Facilities	Evan D. Robitaille, Police Department
Larisa Shvarts, Memorial Hall Library	Justin L. Termini, Memorial Hall Library
Jalal S. Wassough, Information Technology	

SCHOOL DEPARTMENTS

35 Years of Service:

Richard F. Irving, Bancroft Elementary	Ann Marie Wilde, High School
Irene Velonis, High Plain Elementary	

25 Years of Service:

Linda M. Davis, High School	Josephine A. Golden, High School
Deborah H. Hall, Bancroft Elementary	Diane J. Krafton, Business Office
Felicia W. Lazarakas, Shawsheen Elem.	Karen M. Parker, Wood Hill Middle
Deirdre M. Simon, South Elementary	Leah A. Tremblay, High School
Janet M. Yedinak, Student Services	Jeffrey D. Znamierowski, High School

20 Years of Service:

Janet L. Bowen, High Plain Elementary	Amy D. Brady, Wood Hill Middle
Laura A. Carrick, High School	Kathleen B. Gilmore, Business Office
Faith K. Goldstein, South Elementary	Carol A. Green, Shawsheen Elementary
Peter J. Hall, High School	Jane M. Kish, Sanborn Elementary
Karen M. McCarthy, Doherty Middle	Melissa A. Nussbaum, South Elementary
Maureen K. Wittbold, Sanborn Elementary	

15 Years of Service:

Karen M. Agnew, Doherty Middle	H. Jane Anthony, Wood Hill Middle
Judith Berger, Sanborn Elementary	Kimberly A. Bergey, High School
Linda A. Breen, High Plain Elementary	Eugenia Z. Buba, West Elementary
Ann S. Carlson, Sanborn Elementary	Alfred R. Cataldo, High School
Linda A. Cerchione, South Elementary	Janice D. Chapin, South Elementary
Julie M. Diehl, Doherty Middle	Nancy J. Durkin-Calkins, West Elementary
Meredith J. Emery, High School	Julie A. Farnham, Bancroft Elementary
Bonnie A. Fields, Shawsheen Elementary	Laurie J. Francis-Wright, High School
Paula M. Frithsen, Bancroft Elementary	Catherine A. Ghandchi, Bancroft Elem.
Carol M. Gianopoulos, Sanborn Elementary	Gordon F. Goyette, West Middle
Maria H. Hamilton, Wood Hill Middle	Marie F. Haugh, West Elementary
Judith A. Hayes, West Elementary	Meryl K. Holber, Bancroft Elementary
Alfred E. Hopkins, High School	Marilyn A. Jordan, High School
Linda S. Lawrence, High School	Kim E. Lemieux, High School
Evelyn M. Loynd, Bancroft Elementary	Megan A. McCarthy, South Elementary
Carol A. Mitchell, West Elementary	Todd J. Nowell, Wood Hill Middle

15 Years of Service (Cont.):

Paula J. Parker, Doherty Middle
Melody A. Pelletier, Wood Hill Middle
Mary K. Poe, Shawsheen Elementary
Debra A. Rainha, High School
James D. Saalfrank, Wood Hill Middle
Brian J. Stevens, Doherty Middle
Joan E. Veznaian, Wood Hill Middle

Eric D. Pellerin, High School
Roxanne Plaskon, West Middle
Wayne R. Puglisi, High School
Karen E. Rudis, Bancroft Elementary
Kimberly A. Serapiglia, High School
Joanne C. Swenson, Food Services
Greg N. Waters, High School

10 Years of Service:

Tracey Blueman, West Middle
Amy F. Burt, Doherty Middle
Laura M. Carver, West Elementary
Susan L. Costello, South Elementary
Darlene J. Doucet, High School
Jennifer B. Fecteau, South Elementary
Elaine D. Geffken, High Plain Elementary
Deana N. Gilbride, Bancroft Elementary
Susan M. Haltmaier, High School
Mary Jay Hudak, West Elementary
Peter G. Kalabokis, Wood Hill Middle
Helen V. Kostakis, South Elementary
Jane C. Lemay, Student Services
Mary K. Malone, High Plain Elementary
Jean T. O'Malley, South Elementary
Sarah H. Parsons, High School
Kathryn C. Pina, High School
Donald C. Richard, High Plain Elementary
Deeta Shah, High Plain Elementary
Thyra S. Sherman, Wood Hill Middle
Lucinda L. Sullivan, Wood Hill Middle
Joanna G. Wagner, Bancroft Elementary

Christopher J. Brodeur, West Middle
Catherine E. Cannon-Francis, Doherty
Diane Costagliola, High School
Debra A. Descoteaux, Food Services
Norine M. Edmondson, West Middle
Sarah B. Fisher, High School
Joscelyn L. Giannone, Shawsheen Elem.
Patricia M. Graham, Bancroft Elementary
Laura J. Hill, High Plain Elementary
Patricia A. Hunt, Shawsheen Elementary
Shirley A. Kenney, Food Services
Shannon M. Laitala, West Elementary
Ellen E. Lynch, West Elementary
Nancy J. Minigell, Bancroft Elementary
Laurie Pappas-Kirk, Bancroft Elementary
Patrick L. Patterson, High School
Meredith W. Rawlinson, High Plain Elem.
Jennifer L. Seymour, Sanborn Elementary
Ann Marie Sheehy, Wood Hill Middle
Therese L. Stone, High Plain Elementary
Kimberly A. Surette, Crossing Guard

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HOW TO REACH YOUR FEDERAL & STATE ELECTED OFFICIALS

* * * * *

United States Senators:

The Honorable Elizabeth Warren (D)
2400 John F. Kennedy Federal Building, 15 New Sudbury Street, Boston, MA 02203
617-565-3170
Russell Senate Office Building, 2 Russell Courtyard, Washington, DC 20510
202-224-4543
www.elizabethwarren.senate.gov

The Honorable Edward J. Markey (D)
975 JFK Federal Building, 15 New Sudbury Street, Boston, MA 02203
617-565-8519
218 Russell Senate Office Building – 2nd Floor, Washington, DC 20510
202-224-2742
www.markey.senate.gov/contact

United States Representative:

The Honorable Niki S. Tsongas (D)
Third Congressional District
11 Kearney Square, 4th Floor, Lowell, MA 01852
978-459-0101
1607 Longworth House Office Building, Washington, DC 20515
202-225-3411
askniki@mail.house.gov

State Senator:

Barry R. Finegold (D)
Second Essex & Middlesex District
State House, Room 424, Boston, MA 02133
617-722-1612
Barry.finegold@masenate.gov

State Representatives:

James J. Lyons, Jr. (R)
Eighteenth Essex District (Andover Precincts 1, 5, 6, 7, 7A, 8, 9 & 9A)
State House, Room 39, Boston, MA 02133
617-722-2014
James.lyons@mahouse.gov

Frank A. Moran (D)
17th Essex District (Andover Precincts 2, 3 & 4)
State House, Room 443, Boston, MA 02133
617-722-2460
Frank.moran@mahouse.gov

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HOW TO REACH THE BOARD OF SELECTMEN

* * * * *

Board of Selectmen:

Alex J. Vispoli, Chairman
7 Alison Way
978-475-7661
avispoli@andoverma.gov

Daniel H. Kowalski, Vice Chairman
24 Enfield Drive
978-809-3444
dkowalski@andoverma.gov

Brian P. Major, Secretary
11 Odyssey Way
978-470-3428
bmajor@andoverma.gov

Mary K. Lyman
50 School Street
978-470-2685
mlyman@andoverma.gov

Paul J. Salafia
283 South Main Street
978-475-3462
psalafia@andoverma.gov

* * * * *

HOW CAN WE HELP YOU?

* * * * *

Mailing Address: Town Offices, 36 Bartlet Street, Andover, MA 01810

Business Hours at the Town Offices: 8:30 A.M. – 4:30 P.M. Monday – Friday
(Comm. Dev. & Planning – 8:00 A.M. – 3:00 P.M.)

Telephone Numbers:

POLICE/FIRE-RESCUE – EMERGENCY	911
Fire Rescue – Business	978-623-8466
Police Department – Business	978-475-0411
Town Manager	978-623-8225
DCS Classes & Activities	978-623-8273/8274
Department of Public Works	978-623-8350
Department of Public Works – Highway Division	978-623-8426
Human Resources Office	978-623-8530
Memorial Hall Library	978-623-8400
Center at Punchard (Senior Center)	978-623-8321
Superintendent of Schools	978-623-8501

Andover’s Home Page: <http://www.andoverma.gov>

Memorial Hall Library’s Home Page: <http://www.mhl.org>

Andover’s Population: 31,532

Square Miles: 32

Number of Acres: 20,500
2,005 acres controlled by the Conservation Commission –
13 parcels have Conservation easements and 46 parcels have Conservation Restrictions
1,100 acres owned or managed by A.V.I.S.
707 acres owned by Commonwealth – Harold Parker State Forest

Town Meeting and Election: Town Election is held the fourth Tuesday of March.
Annual Town Meeting is generally held four weeks following the Town Election.

Voter Registration Information: Call Town Clerk’s Office at 978-623-8255

Andover’s Tax Rate: \$15.18 – Residential and Open Land
\$25.25 – Commercial/Industrial & Personal Property

When are Taxes Due: Taxes are due quarterly on the following dates:
August 1st – November 1st – February 1st – May 1st

Excise Tax Information: Call the Assessor's Office at 978-623-8264

Recycling Information:

Questions: Call the Department of Public Works at 978-623-8350 ext. 515

Curbside Pick-up: Every other week – place curbside by 7:00 A.M. on your pickup day. Single Stream recycling is now available. Recyclable material inclusive of glass (all colors, steel & tin cans, aluminum containers and #1 through #7 plastics. Recyclable paper products include: newspapers, magazines, junk mail, office paper, paperboard (cereal & cracker boxes – liners removed) and corrugated containers. Cardboard – please break down, flatten and fold boxes, cartons & other pieces of cardboard into 4'x4'x2' bundles – then tie or tape them together and place next to your bin.

Complaints/Information: Call Integrated Paper Recyclers at 1-800-933-3128, the Department of Public Works at 978-623-8350 ext. 515 or e-mail at dpw-business@andoverma.gov.

Compost Site: Bald Hill Compost Site – High Plain Road. Permit is required for the disposal of leaves, grass clippings and green garden waste or to pick up compost. Clippings must be removed from container used to transport for dumping. Fines will be assessed for illegal dumping. Please visit www.andoverma.gov/compost for the days and times site is open, how to obtain a permit, the fees and the permit requirements for use of the site or call the Plant & Facilities Department at 978-623-8280.

Trash Collection Information:

Curbside Pickup: Every week – place curbside by 7:00 A.M. on your pickup day. Household rubbish is limited to 4 bags or barrels or the equivalent of 135 gallons maximum per residence. One bulky item is allowed per week in addition to household trash.

Complaints or Inquiries: Call Allied Waste Republic Services at 1-800-442-9006, the Department of Public Works at 978-623-8350 ext. 515 or e-mail at dpw-business@andoverma.gov.

How to Dispose of an Appliance: Appliances can no longer be left curbside – their disposal is the homeowner's responsibility. A list of private disposal options may be found in the "Recycling and Trash Guide for Residents" at www.andoverma.gov.

Pothole or Snow Removal Complaint: Call the Highway Division at 978-623-8426

Pothole Claims: Must submit a letter to the Town Manager's Office within thirty days of the date of the incident attaching copies of invoices for expenses incurred or contact the office at 978-623-8225 with any questions.

Where to Inquire About or Obtain Licenses & Permits:

Ballfield Permits & Rentals	Facilities Coordinator	978-623-8450
Birth Certificate	Town Clerk's Office	978-623-8255
Building Permits (construction, plumbing, gas, electrical)	Building Division (Office Hours: 8:00 A.M. – 10:00 A.M.)	978-623-8301
Business Certificate	Building Division and Town Clerk's Office	978-623-8301 978-623-8255
Compost Site Permit	Plant & Facilities Dept.	978-623-8280
Death Certificate	Town Clerk's Office	978-623-8255
Dog License	Town Clerk's Office	978-623-8255
Fields Rental	Facilities Coordinator	978-623-8450
Fishing & Hunting License	Town Clerk's Office	978-623-8255
Food Service License	Health Division and/or Town Clerk's Office	978-623-8295 978-623-8255
Liquor License (Annual or One-Day)	Town Clerk's Office	978-623-8255
Marriage License	Town Clerk's Office	978-623-8255
Open Air Burning Permit	Fire Rescue	978-623-8307 or 623-8343
Passports	Town Clerk's Office	978-623-8255
Smoke Detector Permit	Fire Rescue	978-623-8307 or 623-8343
Street Opening Permit	Dept. of Public Works	978-623-8350
The Park Rental	Town Manager's Office	978-623-8225
Town House Rental	Facilities Coordinator	978-623-8450
Zoning Bylaw Variance	Building Division and/or Board of Appeals Office	978-623-8301 978-623-8315

FINANCE & BUDGET DEPARTMENT

The mission of the Finance Department is to build and reinforce confidence in Town financial management by managing and planning all financial functions in an efficient, cost effective and responsive manner, and, through a collaboration of team efforts, provide departments and the public with the necessary information to assure accuracy, accountability and justification.

FINANCE ADMINISTRATION

The Town Manager's Recommended Fiscal Year 2014 Budget (July 1, 2013 – June 30, 2014) was released on February 1, 2013. During the months of February, March and April, meetings were held with the Board of Selectmen, Finance Committee, School Committee and Department Heads to review the Budget and warrant article requests and prepare recommendations for the Annual Town Meeting.

In April, the Finance Committee Report was mailed to over 11,300 households. The Annual Town Meeting began on May 6, 2013 and the Fiscal Year 2014 operating budget (Article 4) was adopted in the amount of \$144,917,607. This budget represents an increase of \$6,131,492 (4.4% increase) over the Fiscal Year 2013 operating budget of \$138,786,115. Capital Project Fund appropriations (Article 5) were \$2,280,000.

Some of the major accomplishments in 2013 are as follows:

- Prepared the Town Manager's Recommended FY-2014 Budget.
- Prepared the Five-Year Capital Improvement Plan for FY-2014 – FY-2018.
- Provided staff support to the Finance Committee.
- Assisted in the preparation of the 2013 Finance Committee Report for the Annual Town Meeting.
- Maintained the AAA bond rating from Standard and Poor's for Town bond anticipation notes issued in October, 2013.
- The bi-annual Other Post Employment Benefit actuarial valuation was completed.

ASSESSORS

The Board of Assessors is responsible for annually valuing all real estate and personal property accounts in the Town, as well as defending all appeals of these taxes. The three-member Board is also responsible for the awarding nearly 200 property tax exemptions on an annual basis. Major exemption groups include senior citizens, disabled veterans, widows and widowers and individuals classified as blind.

The Assessors must have the values certified by the Department of Revenue on a triennial basis. This recertification process was completed for Fiscal Year 2012 and is scheduled again for Fiscal Year 2015. The Board is responsible for annually meeting all Massachusetts Department of Revenue guidelines for property tax assessments, reporting of valuations and tax billing.

The Assessor's Division gathers vast amounts of property and ownership related information that is available to the general public. Sales information and online property record cards are available on the Town's website.

CENTRAL PURCHASING

In 2013, the Purchasing Division processed approximately 622 Purchase Orders and 1,967 Requests for Payment for the Town and 4,160 Purchase Orders and 378 Requests for Payment for the School Department. Approximately 40 bids, 6 Requests for Proposals and 3 Request for Qualification contracts were advertised and officially opened during this period. The continued utilization of statewide contracts available to municipalities across the Commonwealth helped to provide numerous cost savings and benefits to the taxpayers of Andover. Last year, Andover became a member of the Massachusetts Higher Education Consortium (MHEC). This purchasing consortium has provided access to a multitude of contract opportunities and additional savings for both the Town and School Department.

Andover initiated and coordinated a number of cooperative bids as well as participated in a number of these bids with other communities. Under Massachusetts General Law, two or more political subdivisions may jointly purchase goods or services through the bidding process. Some of the items purchased were: xerographic paper for copy machines, road salt, fuel oils and office supplies, equipment and furniture.

Some of the major Request for Proposals and bids solicited in 2013 were:

- New Model Year Small Commercial Cargo Van
- West Middle School Crawlspace Concrete Slab Installation
- West Middle School Crawlspace Asbestos Abatement
- Scholar Supplies, Medical Supplies, Physical Education and Fine Arts Supplies for the School Department
- West Middle School HVAC Systems Upgrade
- High Plain Road Reconstruction
- Doherty Middle School Site Improvement Project
- Miscellaneous Roadway Construction & Paving
- Landscape Maintenance for the Spring Grove Cemetery
- Andover High School Tennis Court Improvements
- Deyermund Field Granite Monument Project
- HVAC Systems Upgrade at the Senior Center
- Construction of the Cormier Youth Center
- On-Call Electrical, Plumbing/HVAC, Painting and Carpentry Services
- Water Main & Hydrant Replacement Project
- Furniture, Fixtures & Equipment for the Bancroft Elementary School
- GSAB 45 Actuarial Services
- Designer Services for a Feasibility/Space Study Needs of Andover High School

The Purchasing Division oversees the Massachusetts Interlocal Insurance Association

(MIIA) Rewards Program. This program helps to control and reduce losses and provides future savings on the Town's insurance premiums. The Town was recognized again in 2013 for its High Achievement under their Loss Control Program. Participation in the MIIA Rewards Program earned the Town a credit of \$22,805 reducing the Town's insurance premium by that amount.

The Purchasing Division also processed several auto, general, property, casualty and professional liability claims over the course of 2013. As a result of these claims, the Purchasing Division recovered \$65,169.98 for the Town.

COLLECTOR/TREASURER

The Collector/Treasurer Division is responsible for the collection, investment and disbursement of all Town monies.

Highlights during 2013 are as follows:

- Borrowed \$12,000,000 for five months at .1399% for the Bancroft Elementary School project.
- Implemented the MUNIS Real Estate/Personal Property Billing and Collection module as well as MUNIS Tax Title.
- Assisted in developing and implementing procedures to address property owners who have not yet had their water meter replaced with the new meter reading device.
- Worked with the Community Development and Planning Department to implement on-line and over-the-counter credit card payment processing.
- Implemented new on-line payment system for the School Athletic Department and the School Transportation Department.
- Continued with outstanding customer service in all areas of real estate, excise and utility billing and collection.

Assessors Annual Report 2013

ANNUAL PROPERTY VALUATIONS

PROPERTY TYPE	FY2011 #ACCTS	FY2011 VALUE	FY2012 #ACCTS	FY2012 VALUE	FY2013 #ACCTS	FY2013 VALUE
SINGLE FAMILY	8,501	\$4,677,413,100	8,531	4,684,005,100	8,572	4,711,359,000
CONDO	1,594	370,639,300	1,627	364,655,900	1,643	370,089,100
MULTI FAMILY	306	216,981,600	304	227,980,200	299	238,600,100
VACANT LAND	560	73,859,600	527	64,137,100	492	54,615,100
OTHER RESIDENCE	20	12,840,400	20	12,721,800	20	12,687,200
COMMERCIAL AND CHAPTER	267	524,106,899	267	520,947,999	265	518,190,899
INDUSTRIAL	139	488,504,700	139	484,524,800	138	489,383,300
MIXED USE	168	210,674,700	168	209,406,800	165	208,484,300
PERSONAL PROPERTY	696	223,484,947	679	234,340,227	689	237,117,137
TOTAL	12,251	6,798,505,246	12,262	6,802,719,926	12,283	6,840,526,136

FISCAL YEAR EXCISE COMMITMENTS

	FY2011	FY2012	FY2013
TOTAL	\$4,620,042	\$4,687,247	\$4,978,020
Number of bills	31,832	31,959	32,354

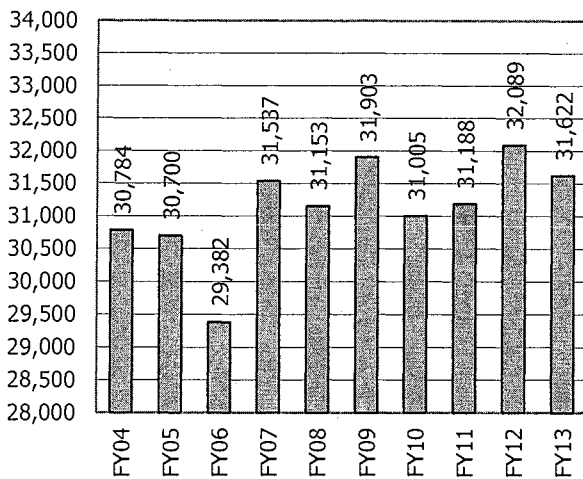
TAX ABATEMENTS AND EXEMPTIONS

ANNUAL EXEMPTIONS	FY2011 NUMBER	FY2011 AMOUNT	FY2012 NUMBER	FY2012 AMOUNT	FY2013 NUMBER	FY2013 AMOUNT
WIDOWS	8	\$1,925	7	\$2,366	5	\$1,506
VETERANS	122	\$93,481	121	\$95,714	111	\$88,230
BLIND	14	\$13,164	14	\$12,619	13	\$11,299
SENIORS	33	\$57,533	30	\$52,630	31	\$52,782
DEFERRALS	12	\$37,247	12	\$46,374	8	\$32,931
HARDSHIPS	1	\$552	1	\$630	1	\$685
TOTALS	190	\$203,902	185	\$210,333	169	\$187,433

ANNUAL ABATEMENTS	FY2011 NUMBER	FY2011 TAX AMOUNT	FY2012 NUMBER	FY2012 TAX AMOUNT	FY2013 NUMBER	FY2013 TAX AMOUNT
RESIDENTIAL	38	\$45,609	52	\$43,496	33	\$37,965
SENIOR VOUCHER	225	\$151,875	234	\$157,950	244	\$164,700
COMM/IND	10	\$235,993	22	\$194,098	8	\$78,119
PERSONAL PROPERTY	3	\$491	8	\$496.147	16	\$12,971
TOTALS	276	\$433,969	316	\$891,690	301	\$293,754

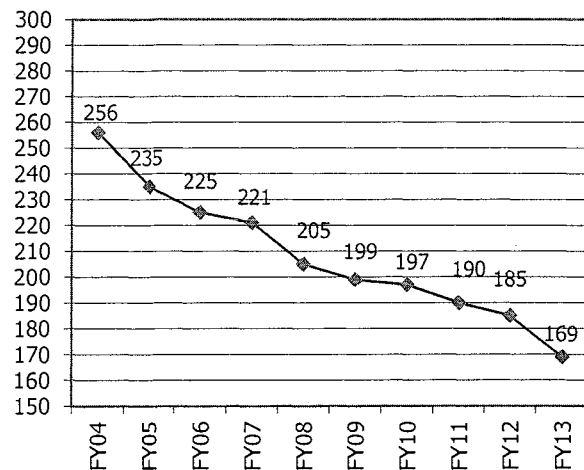
FINANCE PERFORMANCE STATISTICS

M.V. EXCISE BILLS



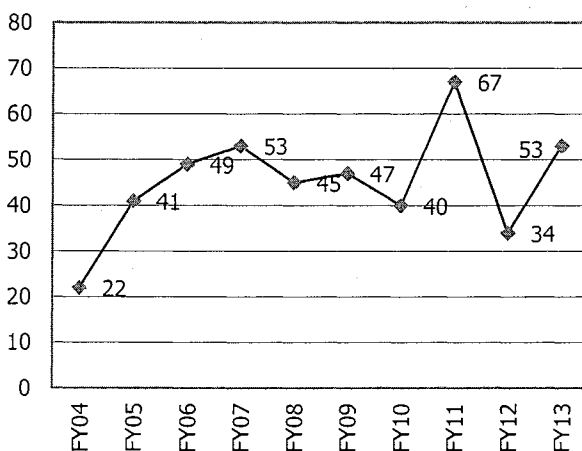
Benchmark (prior 3-yr avg):	31,427
Most Recent:	31,622
Change from Benchmark:	+195
Change from Prior Year:	-467

PROP. TAX EXEMPTIONS



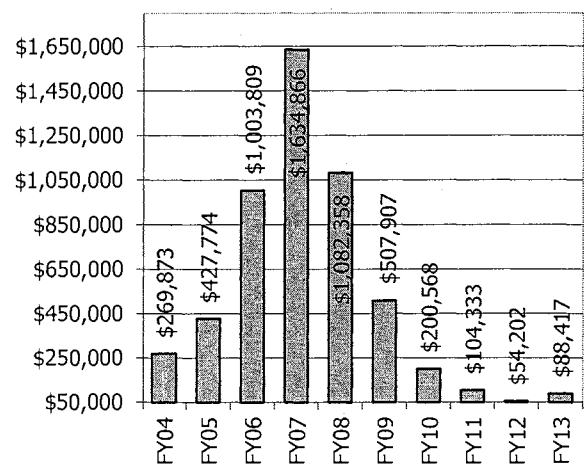
Benchmark (prior 3-yr avg):	191
Most Recent:	169
Change from Benchmark:	-22
Change from Prior Year:	-16

PROP. & CASUALTY INSUR. CLAIMS



Benchmark (prior 3-yr avg):	47
Most Recent:	53
Change from Benchmark:	+6
Change from Prior Year:	+19

INVESTMENT INCOME



Benchmark (prior 3-yr avg):	\$119,701
Most Recent:	\$88,417
Change from Benchmark:	-\$31,284
Change from Prior Year:	+\$34,215

TOWN CLERK

The mission of the Town Clerk's Office is to uphold the integrity of the Town's democratic process, to maintain and preserve public records, and to act in the best interest of the community and the State by providing innovative, efficient, quality service.

The Town Clerk's Office coordinated three elections in 2013 – the Annual Town Election on March 26th, the Special State Senatorial Primary on April 30th and the Special State Senatorial Election on June 25th. Overall, the Office processed a total of 869 new voter registrations in 2013. The Town Clerk's Office also coordinated a Special Town Meeting on February 11th and the Annual Town Meeting which met for three nights on May 6th, 7th and 8th. A Special Town Meeting was also held within the Annual Town Meeting on May 7th.

The Town's vital records from 1985 have been scanned and are now issued through a scanning program that continues to provide great efficiencies in serving the public. The staff works with the State Office of Vital Records and Statistics to implement the Vital Information Partnership (VIP) System, a State-wide data base of vital records.

TOWN CENSUS

In January, the Town Census was mailed to 11,382 households. The Town's population at the completion of the Census was 31,532.

VOTER TURNOUT

The year ended with 22,923 registered voters (21,320 Active – 2,603 Inactive) in Andover's nine precincts and two sub-precincts as follows:

Precinct 1 – 2,074	Precinct 2 – 2,788	Precinct 3 – 2,604
Precinct 4 – 2,555	Precinct 5 – 2,606	Precinct 6 – 2,568
Precinct 7 – 1,998	Sub-precinct 7A – 588	Precinct 8 – 2,541
Precinct 9 – 2,586	Sub-precinct 9A – 15	

<u>Elections/Town Meetings</u>	<u>Date</u>	<u>No. Voted</u>	<u>% of All Voters</u>
Special Town Meeting	February 11 th	475	2.1%
Annual Town Election	March 26 th	1,056	4.6%
Special State Primary	April 30 th	3,609	15.8%
Annual Town Meeting	May 6 th	494*	2.2%
Special Town Meeting	May 7 th	560	2.5%
Special State Election	June 25 th	6,884	30.0%

* First Night Attendance

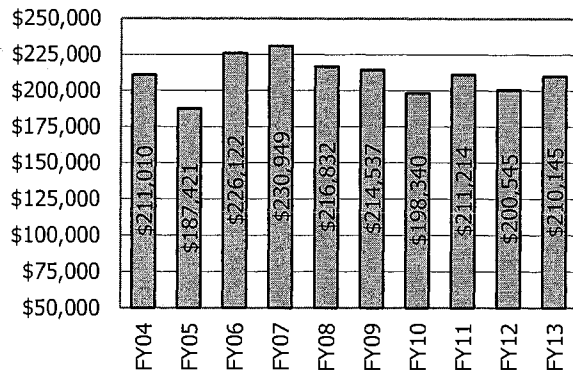
<u>RECORDINGS</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Births Recorded	227	206	239
Marriages Recorded	139	133	134
Deaths Recorded	283	229	255
Dog Licenses Sold	2,479	2,527	2,468
Business Certificates - New	97	86	93
Business Certificates - Renewals	75	70	75
New Voter Registrations	1,105	2,433	869
Passport Applications*	204	0	0

* Due to a change in Federal Regulations which became effective on May 1, 2011, the Town Clerk's Office is no longer eligible to act as a Passport Agency. The new regulations prohibit any agency which issues birth certificates from processing passports.

<u>REVENUES</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Marriage Licenses	3,600.00	3,450.00	3,300.00
Certified Copies	20,455.00	20,160.00	20,120.00
Miscellaneous Licenses Income	14,080.00	14,155.00	14,095.00
Liquor Licenses Income	113,825.00	122,725.00	132,650.00
Business Certificate Filings	5,226.50	4,769.50	4,876.50
Miscellaneous Income	4,739.40	6,908.39	5,048.81
Passport Fees	5,100.00	No longer issued	No Longer Issued
Dog Licenses	35,691.50	36,032.00	34,354.00
Non Criminal Violations	3,900.00	2,675.00	3,950.00
Copy of Public Records	197.25	48.00	In Misc. Income
TOTAL	\$206,814.65	\$210,922.89	\$218,394.31

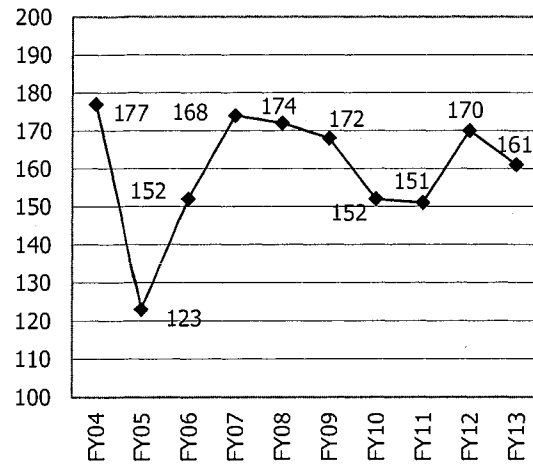
TOWN CLERK PERFORMANCE STATISTICS

FEE REVENUES



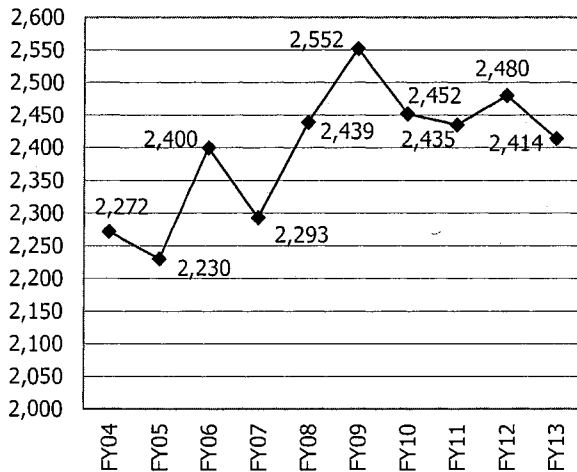
Benchmark (prior 3-yr avg):	\$203,366
Most Recent:	\$210,145
Change from Benchmark:	+\$6,779
Change from Prior Year:	+\$9,600

BUSINESS CERTIFICATES



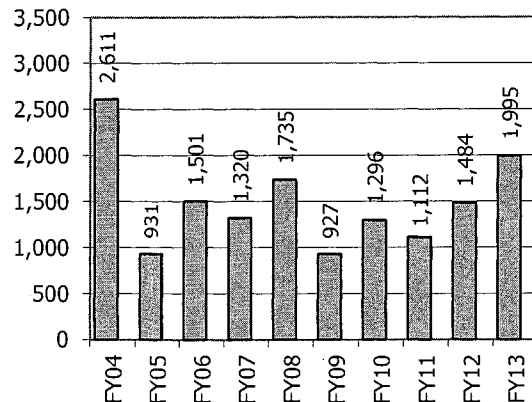
Benchmark (prior 3-yr avg):	158
Most Recent:	161
Change from Benchmark:	+3
Change from Prior Year:	-9

DOG LICENSES



Benchmark (prior 3-yr avg):	2,456
Most Recent:	2,414
Change from Benchmark:	-42
Change from Prior Year:	-66

NEW VOTER REGISTRATIONS



Benchmark (prior 3-yr avg):	1,297
Most Recent:	1,995
Change from Benchmark:	+698
Change from Prior Year:	+511

TOWN COUNSEL

During 2013, Town Counsel made numerous appearances before State Courts and Administrative Boards. Formal legal opinions were researched and rendered to Town officials. Court challenges to decisions by the Town's boards and commissions were defended by Town Counsel.

Town Counsel had conferences with the Town Manager and other Town officials on almost a daily basis.

Town Counsel reviewed all warrant articles, drafted many of them, and attended all Town Meetings. Advice was given to Town officials and to Town Meeting on the legal basis for warrant articles.

Town Counsel attended meetings of various Town Boards and Commissions which held hearings on various requests from applicants.

Town Counsel provided advice to the Zoning Board of Appeals on comprehensive permit projects which were under review.

Town Counsel assisted the Planning Department in the drafting of a zoning bylaw regulating the location of Medical Marijuana Dispensaries.

Bid protests filed at the Attorney General's Office were handled.

An appeal to the Alcoholic Beverages Control Commission of the Selectmen's suspension of an alcohol beverages license was successfully defended.

Advice was given regarding Andover's rights regarding gambling slot machines proposed to be installed in Tewksbury.

During the period covered by this report, contracts were drawn and reviewed and numerous deeds, easements, releases and agreements were drafted and recorded. Contracts were drafted and signed for the new Bancroft Elementary School Project.

Advice was given regarding the state's conflict of interest law. Responses to public records requests were prepared.

Drafts of Intermunicipal Agreements with Tewksbury were prepared.

An Agreement with the Andover Youth Foundation was signed for the grant of funds for the design and construction of the proposed Andover Youth Center.

Town Counsel represented the Town's electrical inspector in a challenge to the inspector's decision which was filed at the Electrician's Appeals Board.

Negotiations were conducted for the acquisition of real property on Chandler Road.

Special Labor Counsel advised the Town Manager and Board of Selectmen on the negotiation and drafting of bargaining agreements with employees.

Special Litigation Counsel provided services related to a lawsuit filed in federal court by a property owner alleging pollution of his land by the Town. A settlement agreement was signed with the property owner.

Special Litigation Counsel provided services related to an appeal to the Commonwealth's Housing Appeals Committee of the Zoning Board of Appeals' denial of a comprehensive permit under General Laws Chapter 40B for a housing project on Shattuck Road.

POLICE DEPARTMENT

The mission of the Andover Police Department is to serve the community of Andover by providing the highest level of professional Law Enforcement. By ensuring this we protect our quality of life in Andover today and for future generations. We are empowered to protect life and property. However, with the changing times of Society, the role of a Police Officer has increased, our agency has become more service-oriented to the community. To continue our mission, we encourage involvement and suggestions from the community. This allows the Department to learn their needs and wants and allows us to better serve them.

MISSION STATEMENT

The Andover Police Department is committed to providing the highest level of public safety and service to the citizens and business people within the community. The members of the Department are empowered to enforce the laws of the Commonwealth of Massachusetts and the Bylaws of the Town of Andover, to ensure that the peace and tranquility of our neighborhoods are maintained and that crime and the fear of crime are reduced. The Department emphasizes integrity, honesty, impartiality and professionalism from its members creating an environment that values differences and fosters fairness and flexibility in our mission. The Department encourages citizen input and interaction that will assist in developing sound partnerships between the community and the Police. Working together will protect our future and enhance the quality of life for everyone within the Town.

OPERATIONS DIVISION

The Police Department handled 38,411 incidents in 2013 – a 13% increase from 2012. There were 379 adult arrests (13% decrease), 344 larcenies (10% increase) and 50 burglaries (no change). The Department also responded to 51 calls of domestic abuse – a 4% decrease over last year.

The Department issued 5,705 motor vehicle citations during the year which is a 12% increase from 2012. There were 852 motor vehicle accidents handled by the Department which is a 1% increase.

The Police Department continued to work closely with other Town departments, state and federal agencies and the community throughout the year. The Department continued its partnership with the residents at the Andover Housing Authority and the New Horizons for Youth Program which is now funded within the Department budget. The Department has partnered with the Youth Services Division to sponsor Andover's first Drug Awareness and Drug Addiction speaking series. This is a combination of guest speakers and panel discussions.

The Department continues to have great success with School Resource Officers assigned to both the Andover High School and the Greater Lawrence Technical High School. Funding for Greater Lawrence Technical School position is subsidized by the Technical School. This partnership between the Police Department and the School Departments has been a great success for the community.

The Department also participated in numerous events including the Holiday and Memorial Day Parades, the Fourth of July celebrations, Safety Saturday, Andover Days, the Feaster Five Road Race on Thanksgiving Day as well as an all time high for the number of road races held throughout the year.

The Department is involved in numerous regional initiatives and is an active member in the North Eastern Massachusetts Law Enforcement Council (NEMLEC) which is a consortium of 54 Police Agencies and 2 sheriff departments. We have Officers within the Department that are members of the NEMLEC Regional Response Team, Motor Cycle Unit, K9 Team and SWAT. We also participate in the Boston Area Police Radio Network (BAPERN) which allows for interoperable radio communications with other agencies as well as collective purchases for public safety equipment.

DETECTIVE DIVISION

The Detective Division is responsible for the follow-up of investigations conducted by the agency. The Division also maintains close relationships with other local, state and federal investigators. They are tasked with staying current on current techniques and tactics of criminal activity whether it's individual, gang or regional crime. The Detective Division also oversees the Substance Abuse Unit. This unit was created in response to the community's request for the Police Department to take a more active role in combating drugs and alcohol in the Town. The Division also has one investigator assigned as a Juvenile Officer. The Juvenile Officer works closely with the school administration, school resource officers and courts in processing Juvenile cases.

The Detective Division continued to be actively involved in follow-up investigations throughout the year. The Division was instrumental in solving and identifying the perpetrators of numerous serious crimes as well as following the cases through the judicial system. The Detective Division followed up and investigated robberies, burglaries, sexual assaults and larcenies and cold cases from previous years.

The Division also investigates internet criminal activity. Internet crime has quickly become the instrument of choice for many criminals due to its difficulty to investigate. We caution all parents and residents of the Town to be vigilant in combating this increasing problem.

SPECIAL SERVICES DIVISION

RECORDS SECTION

The Records Division provides support services to all divisions within the Police Department. This service enables information to flow efficiently throughout the Department as well as to the entire community.

The Police Department received more than \$132,000.00 in new grant money during 2013. These grants allow the Department to serve the community by providing funding for personnel and other resources. Training and emergency preparedness was the bulk of the grant funding we received. Highway Safety grants allowed for extra patrols and selective enforcement around high accident locations. E-9-1-1 grants allowed the Department to train and maintain

certification for all dispatchers.

The Court Section processed a total of 392 arrests and 443 summonses. This included tracking all Police Department cases from inception to disposition and coordinating officers' appearances in court. It also includes the tracking of evidence to include pieces of property that needed to be analyzed through the State Lab. In addition, this section assists in tracking District Court cases for other Town Departments such as the Health Division, Building Division, etc.

ANIMAL CONTROL

The Animal Control Officer answered 1095 calls for service in 2013. He responded to 255 dog complaints and impounded 43 dogs. He also removed 295 deceased animals. In addition to these removed animals, there were 61 deer struck and killed by motor vehicles in Town. The Animal Control Officer also inspected 30 animal kennels, barns and paddocks in the Town as part of his new roles as the Town's Animal Inspector.

EMERGENCY MANAGEMENT

The Town's Emergency Management is directed by the Chief of Police and serves as the local link to the Federal and State Emergency Management Agencies (FEMA/MEMA), the Department of Homeland Security and the FBI's Joint Terrorism Task Force. It also includes a network of HAM radio operators that are on standby should the need arise for auxiliary radio services. A Citizen Emergency Response Team (CERT) has also been established and is providing residents with training and equipment that will allow them to be better prepared in times of crisis.

The Chief of Police is the Town's Liaison with the Regional Local Emergency Planning Committee (LEPC) and is responsible for coordinating the Town's response to any hazardous materials incident.

The Chief of Police (EMD) also works closely with other Departments within the Town to ensure that personnel are trained on current emergency trends, techniques and procedures. The members meet regularly during the Town's Emergency Working Group Meetings.

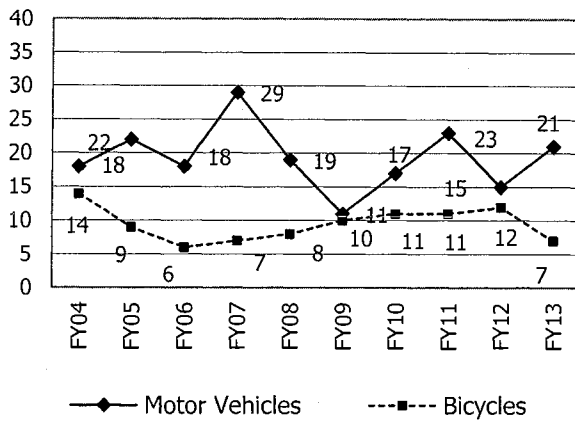
The Auxiliary Police assisted the regular officers of the Police Department many times throughout the year. They are particularly active during the holidays and on Halloween. They are a very dedicated group of volunteers and the Town is fortunate to have their services as a resource.

TRIAD – CRIME PREVENTION PARTNERSHIP/SENIOR CITIZEN LIAISON

The Police Department has an officer assigned as a liaison to the Senior Center to assist the Town's senior population with quality of life and crime prevention issues and response to emergency situations. The liaison is also counsel to the TRIAD Council which is a partnership between the Essex County District Attorney, the Essex County Sheriff, the Andover Police Department and the senior citizens of the community.

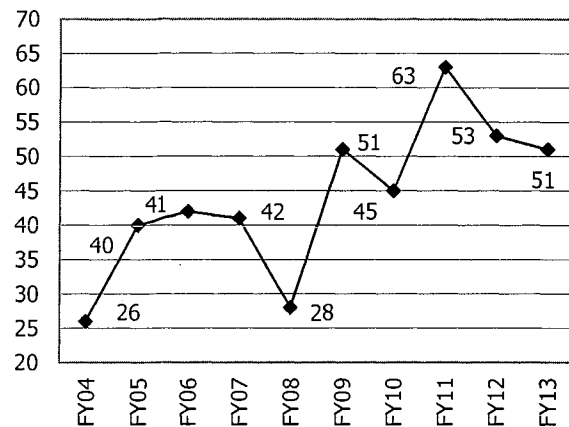
POLICE PERFORMANCE STATISTICS

STOLEN VEHICLES & BICYCLES



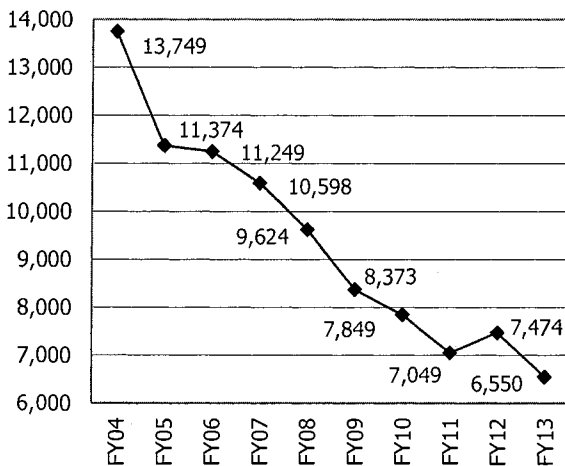
Benchmark - Motor Vehicles (prior 3-yr avg):	18
Most Recent:	21
Change from Benchmark:	+3
Change from Prior Year:	-2

DOMESTIC ABUSE



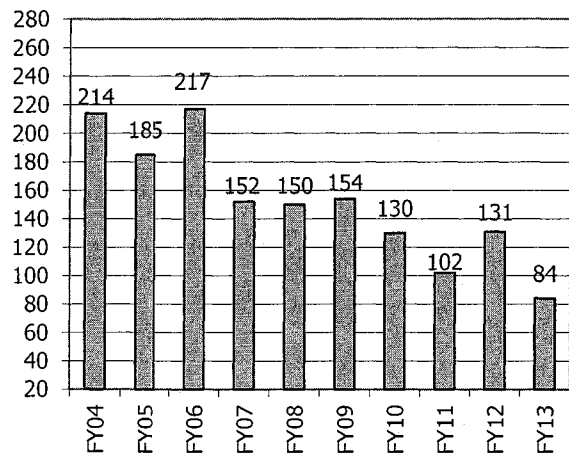
Benchmark (prior 3-yr avg):	54
Most Recent:	51
Change from Benchmark:	-3
Change from Prior Year:	-2

PARKING VIOLATIONS



Benchmark (prior 3-yr avg):	7457
Most Recent:	6550
Change from Benchmark:	-907
Change from Prior Year:	-924

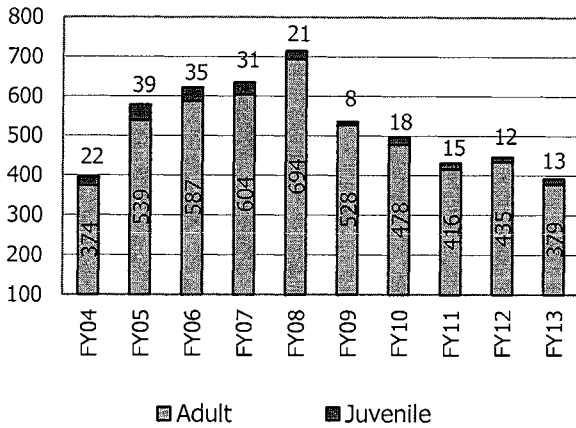
VANDALISM



Benchmark (prior 3-yr avg):	121
Most Recent:	84
Change from Benchmark:	-84
Change from Prior Year:	-47

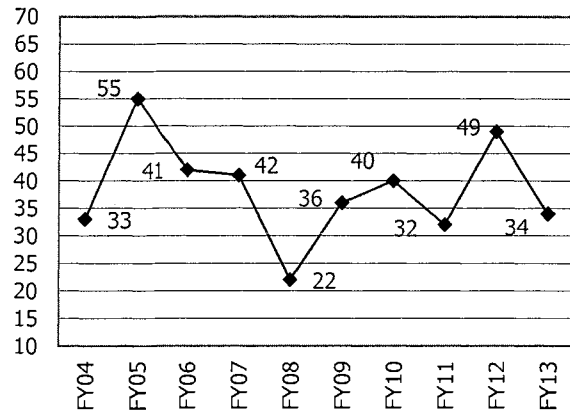
POLICE PERFORMANCE STATISTICS

ARRESTS



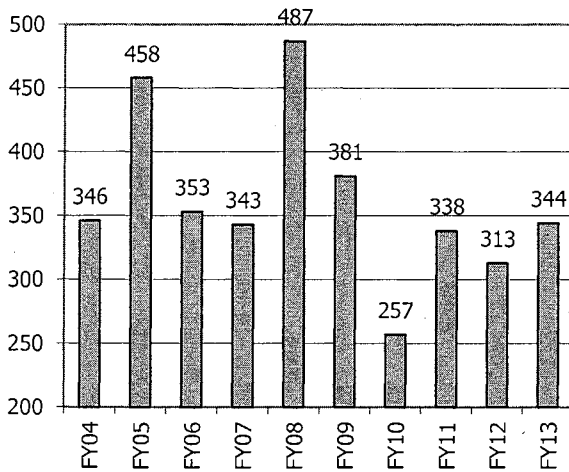
Benchmark - Adult (prior 3-yr avg):	443
Most Recent:	379
Change from Benchmark:	-64
Change from Prior Year:	-56

ASSAULTS



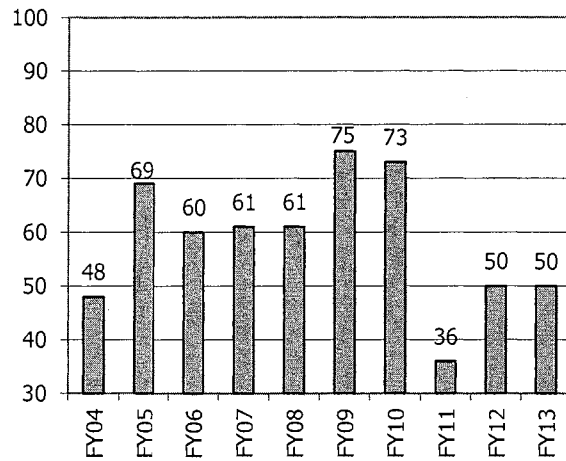
Benchmark (prior 3-yr avg):	40
Most Recent:	34
Change from Benchmark:	-6
Change from Prior Year:	-15

LARCENY



Benchmark (prior 3-yr avg):	303
Most Recent:	344
Change from Benchmark:	+41
Change from Prior Year:	+31

BREAKING & ENTERING



Benchmark (prior 3-yr avg):	53
Most Recent:	50
Change from Benchmark:	-3
Change from Prior Year:	0

FIRE RESCUE

The mission of Andover Fire Rescue is to serve the citizens of the community and its visitors by protecting them from the dangers created by man-made and natural emergencies.

Andover Fire Rescue provides professional services such as fire suppression, EMS, technical rescue, and hazardous materials response. The organization aggressively attempts to minimize the risks associated with these incidents through effective fire prevention and investigation, code enforcement, public education and injury prevention programs. The Department is dedicated to assisting those in need regardless of the severity of the problem.

VALUE STATEMENT

The values of Andover Fire Rescue are service to those in need and community involvement through the professionalism, integrity, and dedication of its personnel.

FIRE RESCUE and EMS OPERATIONS

There are two basic sub-divisions within the Operations Division of Andover Fire Rescue – Fire Rescue and Emergency Medical Services.

The Operations Division operates on four shifts led by a Deputy Fire Chief who is responsible for the oversight of all activities on a particular shift. Those responsibilities range from incident response and training, ensuring there is adequate personnel coverage, and appropriately protecting the community on a given day.

The Operations Division has the primary responsibility for responding to emergency and non-emergent calls for help from the public. Services provided include combating all types of fires, providing emergency medical care to the sick and injured, containing and mitigating the effects of leaks and spills of hazardous materials, rescuing those who are physically trapped in such situations as motor vehicle accidents, industrial accidents or collapsed structures, rescuing persons caught in swift moving water, mitigating the hazards associated from downed power lines or natural gas leaks and providing aid in situations where those in the community need special assistance such as lock out/in situations, or animal rescues.

In addition, all of the men and women of Andover Fire Rescue participate in presenting public fire safety and emergency preparedness educational programs to the general public, safety inspections, maintaining equipment, apparatus and facilities and participate in training.

Andover Fire Rescue operates out of three fire stations with three EMT Engine Companies, one EMT Ladder Company and two Basic Life Support (BLS) ambulances providing 24/7 coverage. The fire stations are located on North Main Street, Greenwood Road and at the intersection of Clark Road and Andover Street.

Several specialized pieces of equipment (such as boats, hazardous materials response trailer, and a trench rescue trailer) are located throughout the community and staffed on an “as needed” basis by personnel normally assigned to the engine and/or ladder companies.

Andover Fire Rescue has one reserve engine, one reserve ladder and two reserve ambulances among its fleet. The reason for the reserve apparatus is to ensure that the Town is appropriately protected when a “front line” truck is out of service for repairs or preventative maintenance, and to maintain the Insurance Services Office (ISO) Class 3 rating.

The Department is comprised of sixty-eight personnel including four Deputy Chiefs, twelve Lieutenants and forty-eight firefighters. Suppression personnel work a 24-hour schedule with one of the four group’s on-duty each day.

One of the Deputy Chiefs serves as the Training Officer for Andover Fire Rescue and has the responsibility of coordinating and/or delivering all training-related programs in relation to the myriad of services provided by the Fire Rescue personnel. It ranges from the review of initial training that newly hired recruits receive while attending the Massachusetts Firefighting Academy, specialized rescue training recertification or continuing education and training to the entire organization.

The delivery of Emergency Medical Services training is provided by Paramedic and EMT certified personnel from outside agencies or from within the organization. Extensive federal and state regulations relative to the provision of emergency medical services and the appropriate documentation and administrative requirements, necessitate special focus and attention.

FIRE RESCUE and EMS RESOURCES

Andover Fire Rescue has three fire stations – each has one or more staffed companies as well as specialized and/or reserve equipment.

- Station 1, Central Station – 32 North Main Street (downtown area)
 - ~ Staffed companies: Engine Company, Ladder Company, ambulance, Deputy Chief’s Car 2, Fire Prevention Officer’s Car 3.
 - ~ Specialized apparatus: 1 rescue boat, trench rescue trailer, Hazardous Materials Response trailer, Forestry unit, and an air support vehicle.
 - ~ Reserve apparatus: Engine, Tower ladder, 1 ambulance, staff vehicle
- Station 2, Ballardvale Station – Clark Road and Andover Street
 - ~ Staffed company: Engine Company
 - ~ Specialized apparatus: 1 Rescue boat
- Station 3, West Station – Greenwood Road (West Andover area)
 - ~ Staffed companies: Engine Company, ambulance
 - ~ Specialized apparatus: 1 rescue boat, forestry unit, fire alarm bucket truck
 - ~ Reserve apparatus: 1 ambulance,

Each of the four platoons consists of seventeen positions with a minimum daily staffing level of fifteen Firefighter/EMT's and Command staff.

- Command Staff: One Deputy Chief
- Engine Companies: One Lieutenant, one driver/operator and one firefighter
- Ladder Company: One driver/operator
- Ambulance: Two Emergency Medical Technicians

Andover Fire Rescue currently has Memorandums of Understanding (MOUs) with several communities to provide mutual aid, automatic mutual aid and other response needs in the event that the on-duty resources are overwhelmed by an incident. These agreements contain the provision of service by Andover Fire Rescue to other communities in return for service to the community of Andover.

FIRE PREVENTION

The following five primary objectives measure the success of the work done by the Fire Prevention Office:

- Reduce fire loss and injuries through the administration of risk-based community education programs.
- Manage risk associated with fire and environmental emergencies through successful implementation to engineering, inspection, code compliance and hazardous materials management.
- Ensure citizens can escape a fire safely, that suppression forces have the means to control a fire with minimal risk of injury and that damages to physical resources area minimized in an emergency through proactive prevention efforts in new and existing buildings.
- Investigate fire and hazardous materials incidents to understand causes and effects and apply lessons learned to improving our community's safety programs.
- Ensure that the Department is meeting the service demands of the community and providing excellent customer service. We strive to meet the interests of the Fire Prevention responsibility while attempting to meet the interests of the residents.

The Fire Prevention Officer also supports the Incident Commander at all escalating fire and rescue incidents by fulfilling the staff function of Safety Officer. The Fire Prevention Officer responds directly to the scene to coordinate and address any safety and personnel accountability concerns that may arise during the mitigation of the incident.

The Department annually inspects three or more family dwellings, schools, theaters and all public, municipal, commercial and industrial occupancies. All nursing homes, rest homes, hospitals infirmaries and inn holders are inspected on a quarterly basis. Fire drills are conducted at each public and private school quarterly and public sector training is conducted per their request. Facilities requiring assistance in developing evacuation plans are also afforded the guidance necessary in preparing the plans. All necessary State and Local permits for storage of flammables, installation of oil burners, fireworks and pyrotechnic displays, storage of gunpowder or blasting agents and the daily blasting or open burning permits are issued by Fire Rescue.

FIRE INVESTIGATION

Andover Fire Rescue is responsible for conducting fire scene investigations to determine origin and cause. Fire Rescue has a Deputy Fire Chief who is specially trained in performing fire and arson investigations to determine whether the fire was accidental or arson in nature. Fire Investigators thoroughly examine fire scenes, interview victims, witnesses and potential suspects. The investigators are also responsible for collecting evidence and processing the evidence to determine the cause of the fire.

Andover Fire Rescue has a Deputy Chief who teams up with members of the Andover Police Department, Massachusetts State Police and the Essex County District Attorney's Office in the prosecution of arson cases. All entities involved are required to prepare detailed reports, present evidence and testify in Court for fire cause cases.

FIRE PROTECTION

Andover Fire Rescue provides services ranging from the education of elementary school children to the rescue of elderly citizens from nursing home fires. Installation and maintenance of all fire alarm wiring of all coded fire alarm boxes is also provided.

SPECIALIZED RESCUES

In addition to fire and emergency medical services, the organization performs numerous rescue missions. These include incidents involving stalled elevators, trench collapse rescue, confined spaces, high/low angle rope rescues, surface water and ice rescues.

HAZARDOUS MATERIALS RESPONSE

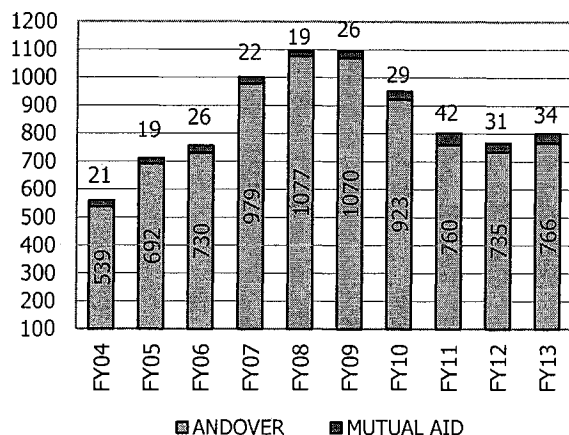
The Department, in cooperation with the District Hazardous Materials Team, mitigates all hazardous materials incidents. The District 6 Team is comprised of members from various departments from Billerica to Gloucester. Andover Fire Rescue maintains records of any and all buildings that store hazardous materials over the threshold amounts established by the Environmental Protection Agency. These records are required to be resubmitted to the Department on an annual basis prior to March 31st.

EMERGENCY MEDICAL SERVICES

Andover Fire Rescue provides first response to all medical emergencies due to accidents or medical ailments. The surrounding communities of North Andover, Tewksbury, North Reading, Reading, Billerica, Methuen and Salem, NH provide back-up mutual aid ambulance service. In addition, the Lawrence General Hospital Paramedic Unit is requested when the emergency dictates the need for Advanced Life Support (ALS) based on stringent protocols established through collaboration between Andover Fire and Lawrence General Hospital.

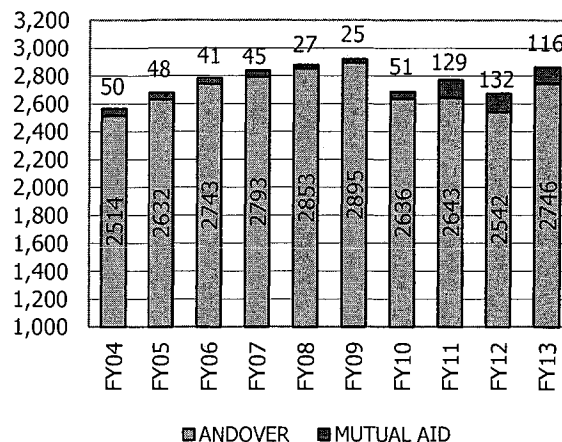
FIRE PERFORMANCE STATISTICS

FIRE CALLS



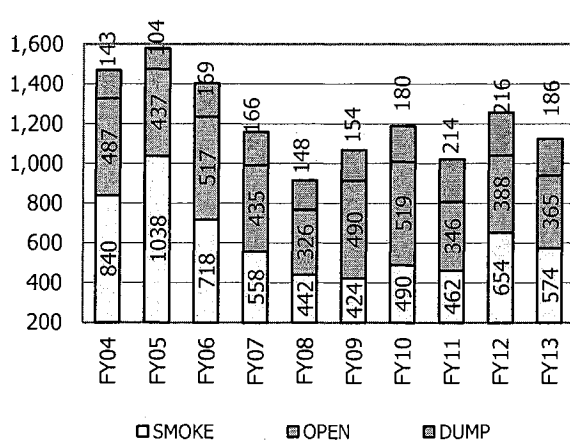
Benchmark - Andover (prior 3-yr avg):	806
Most Recent:	766
Change from Benchmark:	-40
Change from Prior Year:	+31

AMBULANCE TRANSPORTS



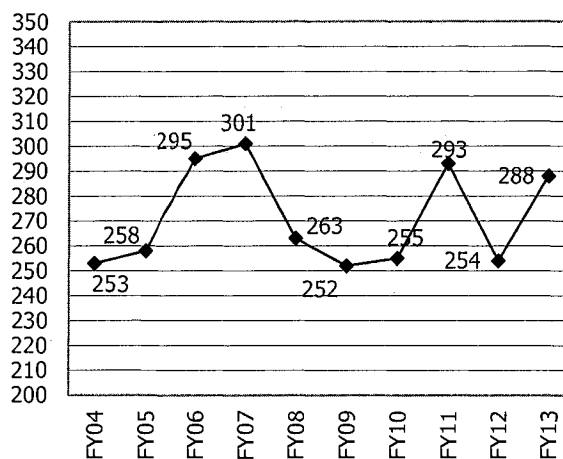
Benchmark - Andover (prior 3-yr avg):	2607
Most Recent:	2746
Change from Benchmark:	+139
Change from Prior Year:	+204

PERMITS & LICENSES ISSUED



Benchmark - Total (prior 3-yr avg):	1156
Most Recent:	1125
Change from Benchmark:	-36
Change from Prior Year:	-133

MOTOR VEHICLE ACCIDENTS



Benchmark (prior 3-yr avg):	267
Most Recent:	288
Change from Benchmark:	+21
Change from Prior Year:	+34

MUNICIPAL SERVICES DEPARTMENT

PLANT & FACILITIES

The mission of the Department of Municipal Services Plant & Facilities Division is to provide a responsive, well planned and cost effective maintenance operation and capital improvement program for all Town and School buildings, parks and grounds, vehicle maintenance, cemetery, forestry and other areas within their responsibility.

The Plant & Facilities Division provides scheduled and non-routine maintenance services to all Town and School buildings (over 1.35 million square feet), parks and grounds, cemetery, forestry and vehicle operations. Additionally, the Division is responsible for the following:

- Implementation of all major buildings and grounds capital projects including new building construction projects, landscape and field projects and driveway and parking area improvements.
- Town and School building and field rental functions.
- The Town's fuel depot.
- Spring Grove Cemetery operations.
- Compliance with environmental, health and safety regulations.
- Custodial services to all Town buildings.
- Town-owned traffic and streetlights.
- Building security.
- Bald Hill leaf composting facility.

ADMINISTRATION

The Plant & Facilities Division is managed by a Deputy Director who is supported by three Superintendents, an Executive Secretary, a Construction Project Manager, a Work Control Center Coordinator, two part-time Accounts Payable Clerks, an Acting Business Manager, a Facilities Services Coordinator and a diverse group of skilled and semi-skilled Maintenance Tradespersons, Vehicle Mechanics, Custodians and Grounds and Tree Workers.

ADMINISTRATION ACCOMPLISHMENTS/HIGHLIGHTS

- Construction of the new Bancroft Elementary School continued. The project is running on schedule with a substantial completion date of May, 2014.
- The Andover Youth Center design was completed and the contractor was hired. Site prep was completed during the Summer and construction is scheduled to begin in April, 2014.
- Continued assistance to the IT Department with the installation of projectors, SmartBoards and wireless routers in all schools (ongoing project).
- Site improvements to the Doherty Middle School were completed in the Fall.
- More than 60 Summer and Fall projects were completed at multiple Town and School buildings and sites.
- Administration of the Bald Hill Compost Site Permit Program which resulted in \$16,505 in revenue from permit sales in FY2013.
- Energy Management: Conservation/Cost Avoidance/Generation: *Managing Andover's*

Energy from all angles...

- ~ *Conservation.* Andover continues to implement projects and practices to reduce our energy use. New and known technologies that reduce usage in progress this year included demand control ventilation, retro-commissioning, steam to gas heat conversion, LED indoor and outdoor lighting, door and hallway air sealing, garage heating controls, and improved energy management control points.
 - ~ *Cost Avoidance.* Control of energy costs and the cost of implementation of energy projects is achieved through competitive pricing of energy commodities and aggressive pursuit of utility rebates and grants. Andover enjoyed excellent pricing on natural gas and electricity supplies due to competitive contracts in force during all of 2013. Current electric supply is 6.57 cents per kilowatt, which is roughly 20% below the current market but expires in November 2014. Natural Gas prices are also about 20% below the market at 85 cents per therm and the Town will enjoy this through October, 2015. Another way to control the cost of electricity is to purchase net metering credits from green energy suppliers. Andover is currently in negotiations to purchase a portion of its energy at a reduced cost from a proposed solar field in Massachusetts. Under this agreement, electric supply will be fixed over 20 years for a small portion of the Town's electric needs. Review of this "Power Purchase" agreement is under review. Andover will complete the 2013 Green Community Grant Project during FY2014 which funded \$220,599 in improvements included in the *Conservation* section above. Utility incentives related to this project received thus far total \$70,020 with more on the way. Conservation measures built in to the new Bancroft Elementary School will yield \$152,192 in utility rebates. Retro-commissioning rebates are still being determined. Identification and pursuit of energy rebates is an ongoing process, built into every future construction and retrofit project and requires diligence and good record keeping.
 - ~ *Generation.* The next step is investigating whether Andover's buildings have the ability to house solar installations to generate their own electricity. Andover has acres of rooftops which may afford the Town with low to no cost energy supply in the future. This is under investigation.
- Tree City USA designation for the 14th consecutive year by the *National Arbor Day Foundation*.

BUILDING MAINTENANCE AND MECHANICAL/ELECTRICAL DIVISIONS

The Building Maintenance and Mechanical/Electrical Divisions are supervised by two Superintendents and provide all maintenance services including electrical, mechanical, plumbing, carpentry, painting and security to all Town and School buildings. The two Superintendents also function as Project Managers on a variety of Town/School capital improvement projects. Additionally, these divisions provide mail delivery to all buildings and maintain traffic signals and Town-owned street light poles.

BUILDING MAINTENANCE AND MECHANICAL/ELECTRICAL STATISTICS

	<u>2011</u>	<u>2012</u>	<u>2013</u>
School Labor Hours	18,009	21,415	24,145
School – Total Labor & Material Cost	\$1,175,389	\$1,367,402	\$1,532,410
Town Labor Hours	7,270	6,893	8,311
Town – Total Labor & Material Costs	\$609,113	\$528,794	\$795,468

BUILDING MAINTENANCE AND MECHANICAL/ELECTRICAL ACCOMPLISHMENTS

BANCROFT ELEMENTARY SCHOOL

- Continued with minor repairs throughout the building to maintain a safe building until the end of the school year when the building closes.

DOHERTY MIDDLE SCHOOL

- Replaced restroom partitions
- Replaced shades in the Library and classrooms
- Replaced the Gym Slider
- Installed a recycling compactor
- Upgraded the Emergency Management System
- Redesigned and reconstructed the school site
- Connected site lighting to the Emergency Management System

HIGH PLAIN ELEMENTARY/WOOD HILL MIDDLE SCHOOLS

- Installed VCT flooring in the Main offices
- Added safety mulch to the High Plain playground area

ANDOVER HIGH SCHOOL/COLLINS CENTER

- Replaced partitions in the restrooms near the Café
- Completed retro-commissioning
- Reconstructed the tennis courts
- Removed a tree and added mulch to the ropes course
- Installed a new electric oven in kitchen
- Extended the generator roof exhaust
- Repaired the oil tank monitoring equipment

SANBORN ELEMENTARY SCHOOL

- Replaced the Carpeting in Room P2
- Replaced the intercom system
- Removed bushes and shrubs from the end of wing corridors

SHAWSHEEN ELEMENTARY SCHOOL

- Constructed a wall in the library to enclose the computer lab
- Built a wall in room 5A
- Built a wall in room 11A

- Replaced the window curtain wall

SOUTH ELEMENTARY

- Installed new double wall oven in the kitchen
- Replaced the intercom system

WEST ELEMENTARY SCHOOL

- Upgraded the auditorium sound system
- Built a wall in the old gym stage area
- Built walls in the teachers' work rooms in A and B pods
- Moved the computer lab into the library
- Installed a new sink in the Café

WEST MIDDLE SCHOOL

- Renovated Nurses area
- Replaced the entire heating system
- Abated the crawl space
- Completed concrete project in the crawl space
- Completed security upgrades
- Installed a new gate at the rear access road

ALL SCHOOLS

- Screened and recoated all gymnasium floors
- Continued with the installation of new projectors, SmartBoards and wireless routers
- AHERA bi-annual asbestos inspections
- Fire alarm system testing and maintenance

TOWN PROJECTS

BALD HILL STICKER FEE PROGRAM

- \$16,605 in revenue from permit sales in FY2013

DEYERMOND FIELD

- Deyermund Field Memorial
- Constructed a new playground at the complex

CENTER AT PUNCHARD

- Completed a major renovation and expansion of the kitchen

SPRING GROVE CEMTERY

- Installed new granite marker corner posts in the Veterans section

MEMORIAL HALL LIBRARY

- Installed an exterior book drop unit
- Continued with retro-commissioning

PUBLIC SAFETY BUILDING

- Installed hinges on kitchen exhaust hood to facilitate effective cleaning of hood and ductwork
- Installed a fire suppression system in the main server room
- Closed off the base of the hose tower with a wall and a door
- Continued with retro-commissioning

SCHOOL ADMINISTRATION

- Renovated the second and third floor restrooms

TOWN HOUSE

- Completed the window painting and replacement project
- Continued with retro-commissioning

TOWN OFFICES

- Security upgrade made to the Treasurer's office
- Masonry sealing and repairs on the south side of the building
- Continued with retro-commissioning

YOUTH CENTER

- Continued support to the Cormier Youth Center project

PARKS & GROUNDS, CEMETERY and FORESTRY DIVISIONS

The three Parks & Grounds Divisions (Parks & Grounds, Cemetery and Forestry) are independent and interdependent. They operate under the supervision of one Superintendent and share some equipment and work together on special projects. The three divisions perform many tasks seemingly unrelated to their principal horticultural maintenance duties, such as providing support to parades and other holiday events, litter control, trash removal, recycling, flagpole maintenance, fence/gate/backstop repairs, drainage projects, snow removal and repairing park benches and tables.

PARKS & GROUNDS, FORESTRY AND CEMETERY STATISTICS

	<u>Schools</u>	<u>Town</u>
Man Hours	7,128	18,156
Labor & Materials	\$222,457	\$779,953
Fields Revolving Fund Revenue	<u>FY2013</u>	<u>FY2014</u>
	Actual	Estimate
	\$72,203	\$77,755

PARKS & GROUNDS DIVISION

This division maintains more than 2.75 million square feet of ball fields and 1.4 million square feet of lawn areas located on all School and Town building sites and other Town

properties including Ballardvale Playground, Upper and Lower Shawsheen, the Bowling Green, Town-owned parks, playgrounds and designated islands, triangles and other parcels throughout the Town. Ball fields are prepared (groomed and lined) for all secondary school athletic events. Turf maintenance consists of mowing, aerating, watering, over-seeding, liming, fertilizing and weed and insect control. This division also maintains small trees, shrubs and shrub beds on Town property and is responsible for snow removal at all Town buildings.

CEMETERY DIVISION

Spring Grove Cemetery, located at 124 Abbot Street, is owned and operated by the Town. It contains approximately 47 acres and is 75% developed. During 2013 there were 48 full burials, 20 cremations, and 30 lots sold, for total revenue of \$64,884. Cemetery operations and maintenance include burials, mowing, trimming, turf care, pruning of shrubs and small trees, and leaf pickup. Cemetery personnel also support other Town-wide tasks, such as snow removal, grounds maintenance, and special projects requiring their manpower and excavation expertise.

FORESTRY DIVISION

The Forestry Division is responsible for the maintenance of all Town-owned trees. Forestry Division work includes: pruning trees, clearing storm damage, flat clearing areas of undesirable vegetation and removing obstructions at intersections and curves for improved visibility. The Forestry Division also performs roadside mowing throughout the Town, maintains the Bald Hill compost site and plows snow for the Department of Public Works.

PARKS & GROUNDS, CEMETERY and FORESTRY ACCOMPLISHMENTS

- Multiple fertilizer applications to Town and School fields.
- Performed spring and fall maintenance to all Town and School Irrigation systems.
- Applied diamond mix to all Town and School baseball diamonds.
- Conducted snow removal at seven Town buildings.
- Deiced all sidewalks at Town-owned buildings.
- Received Tree City USA designation for the fourteenth consecutive year.
- Pruned low hanging limbs on Cemetery property.
- Responded to 152 requests for tree work from Town residents.
- Responded to 21 emergency tree calls from the Andover Police Department.
- Planted eight new public shade trees during the spring season.
- Celebrated Arbor Day 2013 with Doherty Middle School students with a small ceremony and tree planting in front of the Andover Town Offices building.
- Bald Hill Recycling Facility: Supervised site monitors and provided support to the composting operation. More than 15,000 cubic yards of material were collected from Town residents to be ground and screened into compost.
- Coordinated the installation of the holiday decorations on Main Street in November.
- The Forestry Division mowed roadside vegetation along 35 miles of Town roads.
- 31 stumps were ground out, the chips were removed and the areas were loamed and seeded.
- Assisted the Department of Public Works with plowing during snowstorms.
- Continued weed eradication program throughout the Cemetery grounds.

- The new Deyermund Field was cut, fertilized and groomed for use by youth leagues.
- Forestry Division personnel, in a cooperative effort with the Andover Business Center Association, installed a banner across Main Street to promote Andover Day 2013.

VEHICLE MAINTENANCE DIVISION

The Vehicle Maintenance Division is supervised by a Superintendent, who is also responsible for purchasing and materials management for all Plant & Facilities operating divisions. This division provides maintenance to all Town and School vehicles and major pieces of equipment including fire apparatus, police cruisers, DPW trucks and heavy equipment, Plant & Facilities trucks and heavy equipment, Town/School emergency generators and other support vehicles. The Superintendent of the Vehicle Maintenance Division also coordinates the purchasing of all new Town vehicles.

VEHICLE MAINTENANCE ACCOMPLISHMENTS

- Updated vehicle diagnostic software – yearly project.
- Provided preventive maintenance and general repairs to 155 Town vehicles, 65 major pieces of equipment, 18 emergency generators for School and Town buildings and 56 smaller pieces of equipment.
- Completed 1,051 work orders totaling 4,544 man hours and \$471,051 in labor and materials.
- Provided administrative support to vehicle purchases for Town departments.
- Supported the Department of Public Works snow removal operations (equipment maintenance, installation and removal of sander units and snow plowing).
- Maintained and repaired all fire apparatus, including assisting with federally-mandated inspections of the ladder trucks' hydraulic and pump systems.

VEHICLE MAINTENANCE STATISTICS

	<u>2011</u>	<u>2012</u>	<u>2013</u>
Gasoline	81,432	81,099	76,953
Diesel	<u>46,165</u>	<u>40,834</u>	<u>49,309</u>
Total Gallons	127,597	121,933	126,262

FACILITIES SERVICES DIVISION

The Facilities Services Division is managed by a Supervisor and is responsible for all Town custodial services including support to the Library, Public Safety Center, Town House, Town Offices and Senior Center. This division also schedules the use and rental of all School buildings, Town and School fields and the Town House function hall for non-profit groups, private organizations, individuals and Town and School activities. The Field House, Dunn Gymnasium and fields at Andover High School and West Middle School are scheduled by the School Athletic Department. As mentioned previously, the Facilities Services Supervisor resigned from the Town and the custodians became the responsibility of the Building Division. This position was filled by a Facilities Service Coordinator.

FACILITIES SERVICES ACCOMPLISHMENTS

- Continued support to Town and School energy conservation initiatives.
- Continued program to improve custodial efficiency and cost savings with new labor saving equipment and cleaning products.
- Ongoing custodial training on methods and procedures.
- Coordinated meetings with leaders of all private youth sports and Town officials to support field maintenance, scheduled programs, and special projects.
- Implemented new scheduling software to improve efficiencies in the scheduling, permitting, invoicing and reporting in regards to playfields and facilities rentals.

RENTAL ACTIVITY

The rental numbers reflect the actual permits issued and entered into the accounting system. For every rental request received, a permit is issued and an invoice is generated.

SCHOOLS

School rentals continued to fill the ten schools in Town, however, growth was seen in Community Services, Youth Services and School enrichment program uses. From December through April vacation only two schools were available for use in the evening. All schools are available for gym use after 6:00PM and the open schools accommodate most of the Town and School programs. Weekend use of schools is not permitted during this timeframe.

FIELDS

Town fields were rented to capacity each season in 2013. The High School, Department of Community Services and Andover Youth Services programs continued to expand. All Youth and Adult Leagues were once again asked to maintain their programs at their current size, as there is no field space available for program expansion.

ANDOVER TOWN HOUSE

The function hall at the Andover Town House is available for rental seven days per week. In addition to various private rentals, the Department of Community Services is the most frequent weekday user, and also uses the hall for various evening and weekend events. Andover Youth Services regularly schedules concerts, dances, and other events at the Town House. The Andover Senior Center also hosts social events at the Town House each year.

FACILITIES SERVICES STATISTICS

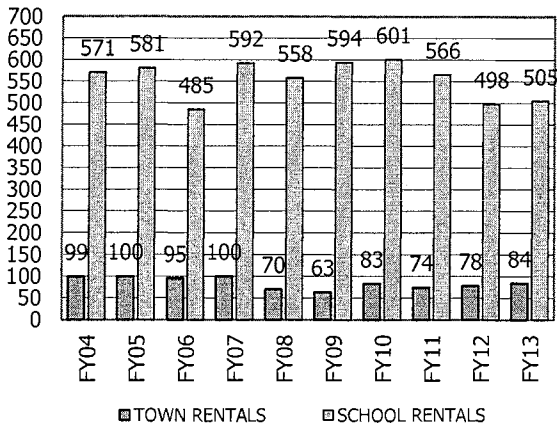
	<u>2011</u>	<u>2012</u>	<u>2013*</u>
Schools	566	520	295
Town Buildings	74	86	67
Fields	<u>58</u>	<u>63</u>	<u>73</u>
Total Permits Issued	698	669	435

- * A new permitting system was implemented. With the new system, multiple locations can be reserved under the same permit which results in the appearance of a reduction in total permitting. The Division continues to see increased rentals in Town and School locations.

PLANT AND FACILITIES PERFORMANCE STATISTICS

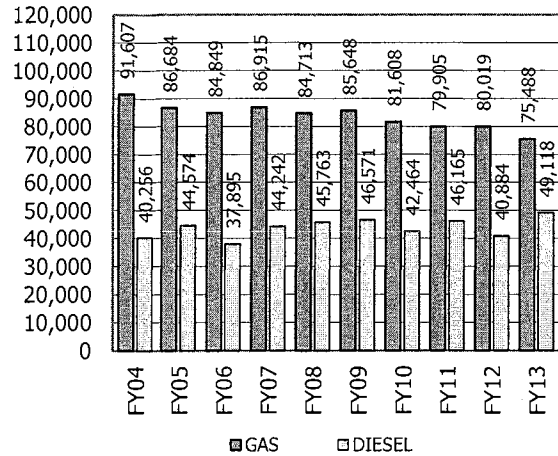
BUILDING RENTAL PERMITS

(Includes Cancellations)



Benchmark - Total (prior 3-yr avg):	633
Most Recent:	589
Change from Benchmark:	-44
Change from Prior Year:	+13

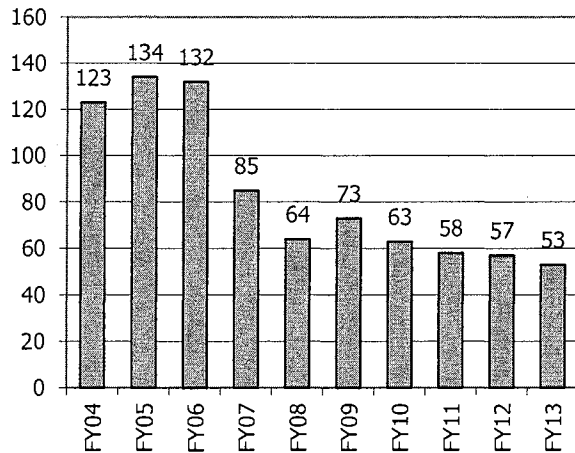
VEHICLE FUEL CONSUMPTION



Benchmark - Total (prior 3-yr avg):	123,682
Most Recent:	124,606
Change from Benchmark:	+924
Change from Prior Year:	+3,703

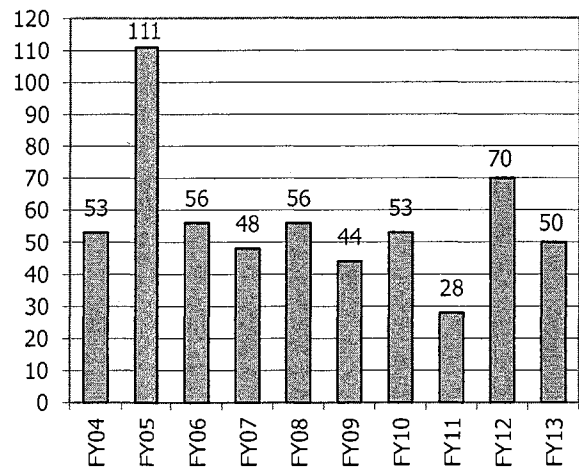
FIELD RENTAL PERMITS

(Excludes Rec Park as of FY07)



Benchmark (prior 3-yr avg):	59
Most Recent:	53
Change from Benchmark:	-6
Change from Prior Year:	-4

SALE OF GRAVE SITES



Benchmark (prior 3-yr avg):	50
Most Recent:	50
Change from Benchmark:	0
Change from Prior Year:	-20

PUBLIC WORKS

The mission of the Department of Municipal Services Public Works Division is to continuously improve our quality of life by providing the finest potable water, state-of-the-art disposal of our wastes (liquid and solid) and provide safe travel on our road network.

ENGINEERING DIVISION

In 2013, the Engineering Division performed work for various construction projects such as: the reconstruction of High Plain Road at Fish Brook which included new culverts, stormwater improvements, road and sidewalk construction; various drainage improvements on Seten Circle, Washington Avenue and three other streets; survey for design of upcoming drainage improvements on Tewksbury Street and design of water main replacement on a portion of Chestnut Street.

Assistance was provided to the Highway Division during road paving work, various drainage and sidewalk repairs and to the Water/Sewer Division during various water and sewer repairs. Staff coordinated with contractors on the installation of utilities at the new Bancroft Elementary School construction site. Staff worked with MADOT and the Town of Tewksbury on the proposed improvements at the Dascomb Road/East Street/Shawsheen Street intersection and with MBTA officials for the proposed improvements at the Essex Street/Pearson Street grade crossing. Work continued on implementation activities as part of the Town-wide program required for compliance with EPA's Phase II Stormwater Management regulations. Activity reports from various Town departments involved in the program were documented and utilized for preparation of the Annual Stormwater Management Report which was submitted to EPA in April. Maintenance of the GIS system was performed to continue development of the drainage, water and sewer utility layers and creating various maps for other Town departments.

The design of proposed roads and utilities on new Subdivision and Site Plans were checked for the Planning Board and inspections of road and utility construction was performed in new developments such as Trinity Court, Candida Way and Northfield Commons. Street opening permits for various utility installations and repairs by Columbia Gas Company, Verizon, National Grid, Comcast and other private contractors were issued and utility markouts and inspections were performed. This year included new gas mains on 18 streets including River Street, the Tewksbury Street area, Summer Street area and the Ballardvale Road area. State-mandated trench permits were issued as required for various trench excavations.

The Engineering Division also provided and maintained records of various utilities, street excavations, residential and industrial site development, street layouts and CH90 road paving.

ENGINEERING DIVISION STATISTICS			
	2011	2012	2013
Storm Drain Design & Construction (ft.)	895	1913	1081
Sewer Main Design & Construction (ft.)	1196	926	10
Sidewalk Design & Construction (ft.)	390	672	3200
Water Main Design & Construction (ft.)	5160	500	680
Streets Resurfaced (miles)	3.8	9.2	6.2
Street Opening Permits Issued & Inspected	157	235	208
Subdivision/Site Plans reviewed (# plans/# lots)	11/11	13/34	12/27
Subdivision Construction Inspections/Tests:			
Water mains (ft.)	5,724	2,701	6,036
Sewer mains (ft.)	974	1,177	
Drain lines (ft.)	6,569	760	
Sidewalks (ft.)	1410	1320	95
Roads Paved: Binder coarse (ft.)	2,421	1,561	3,110
Top coarse (ft.)	1,516.00	3,011.00	2,053.00
GIS utility layer edits	10	38	72
Trench Permits issued (new 2009)	46	52	44

HIGHWAY DIVISION

The Highway Division is responsible for road maintenance, including rebuilding and resurfacing of approximately 200 miles of existing roads.

During the Fall, Spring and Summer months, two sweepers are continuously kept busy cleaning Winter sand off all streets and cleaning road construction areas. A few days per week the sweepers start work at 5:00 A.M. to take advantage of low traffic and parking conditions especially in business areas.

The Highway Division is responsible for the maintenance of the Town's sidewalk infrastructure. The Division also assists the Engineering Division in inspecting new roads prior to acceptance as public ways. The Division is responsible for the cleaning and maintenance of all storm water culverts and drainage systems including catch basin and pipe cleaning as well as maintenance of water courses on public property impaired by beaver dams.

The Highway Division is the lead agency responsible for snow and ice removal and flood control measures; other Town divisions assist in these operations.

HIGHWAY DIVISION STATISTICS

	2011	2012	2013
Number of streets resurfaced	14	35	19
Total number of miles of road resurfaced	5	9.2	6.2
Total number of feet of curbs constructed	2,175	750	3,370
Catch basins cleaned	1903	1677	1933
Storm drains/culverts cleaned	89	216	125
Catch basins repaired	58	63	59
Storm drains repaired	26	9	12
Snow storms	8	2	8
Sanding events	16	13	12
Signs repaired/installed	124	178	225
Masonry wall repairs	8	12	11
Sidewalk Design & Construction (lf)	4750	4200	3200

WATER TREATMENT PLANT

During 2013, the Water Treatment Plant processed more than 2.6 billion gallons of water – a daily average of 7.3 million gallons – to produce over 2.2 billion gallons of finish water delivered to the distribution system. To augment available water supplies, 1.9 billion gallons were diverted from the Merrimack River to Haggetts Pond through the Fish Brook pump station. The Fish Brook station was online for a total of 193 days over the course of the year. The chart below illustrates the breakdown of total water consumption.

The Treatment Plant staff continued its participation in the State DOER Energy Leaders Roundtable Working Group and partnered with National Grid securing incentives and rebates for energy projects at the WTP. Staff collaborated with the Memorial Hall Library staff in promoting National Drinking Water Week and participated in their Vehicle Night event. Staff participated in the League of Women Voters Youth in Town Government Day for Andover High School students and the Town's Wellness Fair to promote water supply protection and conservation. Staff coordinated a Greenscapes North Shore gardening and lawn care presentation at the Memorial Hall Library to educate gardeners and landscapers on how small changes can boost water conservation and water supply protection.

The Water Treatment Plant Laboratory maintains yearly State Certification for potable and non-potable water analyses for chemical and biological testing and analyzes over 1,200 revenue generating samples per year for neighboring towns while reporting hundreds of in-house results.

During the four compliance periods in 2013, all State-required water testing was completed with no violations. This testing included volatiles organic compounds, secondary contaminants, synthetics organic compounds, disinfection byproducts, perchlorate, nitrites, nitrates, inorganic contaminants and bromate. Weekly bacteria testing of the treated water and distribution system were all negative for microbiological contaminants including total coliform and E. Coli. The triennial sampling for lead and copper at selected residences and schools within

the Town, was completed. All sampling points were well within EPA limits for both containments.

A new 100 horsepower pump capable of delivering 5000 GPM was installed at the Fish Brook pump station to increase the capacity delivered to Haggett's Pond. The 150 horsepower pump was removed for inspection and rebuilt with new bearings, couplings and bowl assemblies.

All operators maintained current licensing including five operators holding 4C licenses, three holding 4T licenses and two holding 3D licenses. The WTP asset management plan was completed with a 20-year rebuild/replace report generated. Major projects completed during the year included replacement of two pump assemblies at Shawsheen Village, ozone destruct system VFD's were installed and filter gallery and high lift pump room painting project was completed. The total replacement of two pre-treatment unit sludge collection systems was also completed.

Water Treatment Plant staff also holds seats on the New England Water Works Association (NEWWA) Disinfection Committee, Residuals Committee and the Town's Safety Committee. WTP staff also collaborated with the Greenscapes North Shore Initiative to bring the Greenscapes 2012 Program to Andover in fulfillment of the Water Management Act and Stormwater Management requirements.

WATER TREATMENT PLANT STATISTICS

	2011	161	2013
Gallons of water treated (in millions)	2641	2.563	2.637
Maximum day (in million gallons)		13.26	12.812

WATER DISTRIBUTION

The Water Distribution Division consists of six licensed distribution operators that are responsible for the maintenance and repair of the water infrastructure. The distribution system consists of 250 miles of water mains, 6" to 24" in diameter, 2,100 fire hydrants for fire suppression service, 11,000 water service accounts, 4,800 water gate valves and 5 water storage tanks.

WATER DISTRIBUTION STATISTICS

	2011	2012	2013
Hydrants Repaired	172	161	184
Hydrants Replaced	14	12	74
Hydrants Inspected & Serviced	246	225	1,864
Hydrants Flushed	275	260	234
Water Main Breaks Repaired	13	29	25
House Service Leaks Repaired	11	6	7
House Services Renewed	11	39	31
New Water Meter Accounts/Installations	41	45	31
Old Water Meters Replaced (Town)	440	361	266
Water Meters bench checked	4	5	6

Water Shut Offs/Turn On	105	77	102
Gate & Service Boxes Adjusted	141		21

SEWER DIVISION

The Sewer Division is responsible for the operation and maintenance of thirteen (13) wastewater pumping stations and the entire system of sanitary sewers. The sewerage system includes 150 miles of sanitary sewers, 6,200 connections and 3,300 sewer manholes. The raw sewage discharge from the Shawsheen Village Pumping Station is transported by means of a force main and 48" gravity system through the City of Lawrence to the Greater Lawrence Sanitary District's Regional Treatment Plant in North Andover for treatment.

SEWER DIVISION STATISTICS

	2011	2012	2013
Sewer Main Blocks Cleared	6	7	6
Sewer Main Rodded – Regular Maintenance	137	132	109
Sewer Mains Repaired/Replaced	6	5	8
Sewer Mains Rodded - leased Flusher	49	30	1
Sewer manholes repaired /replaced	5	6	1

SOLID WASTE / RECYCLING

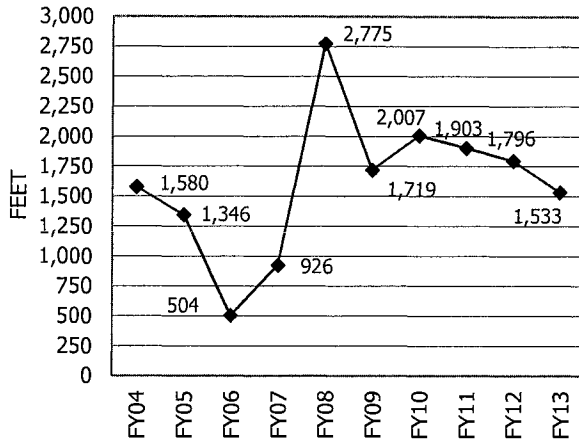
Andover has its refuse transported and processed at the Regional Waste-to-Energy Plant, Wheelabrator, located in North Andover, where the refuse is incinerated to generate electricity. The Solid Waste Division oversees the mandatory curbside recycling program for newspapers/magazines, junk mail, office paper, cardboard, telephone books, paperboard, steel/tin metal containers, glass, #1 thru #7 plastics and aluminum containers.

SOLID WASTE/RECYCLING

<u>STATISTICS</u>	2011	2012	2013
Tons of residential refuse collected	9,506	9,530	9,209
Tons of mixed residential paper	2,189	2,309	1,344
Tons of corrugated containers	340	391	390
Tons of glass recycled	1,020	1,120	1,114
Tons of steel/tin containers recycled	60	66	66
Tons of #1 thru #7 plastics	60	66	66
Tons of aluminum materials	60	66	66
Tons of leaves & grass clipping composted	6,675	6,675	6,550

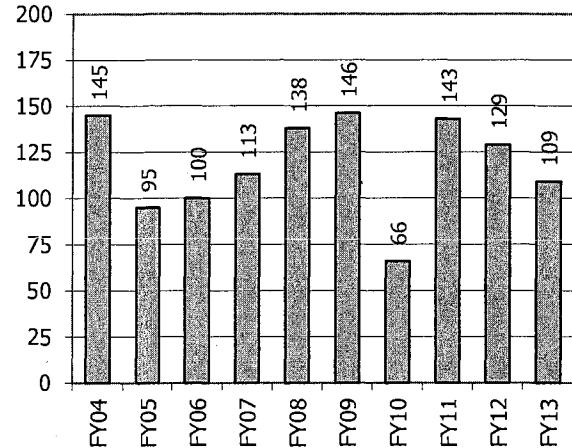
PUBLIC WORKS PERFORMANCE STATISTICS

BASINS, DRAINS & CULVERTS CLEANED



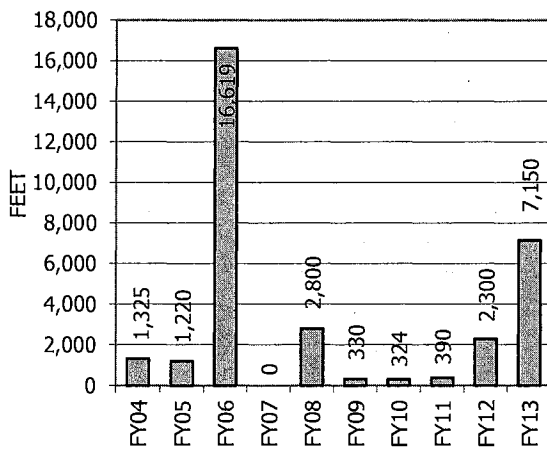
Benchmark (prior 3-yr avg):	1902
Most Recent:	1533
Change from Benchmark:	-369
Change from Prior Year:	-263

SEWER MAINS CLEANED & MAINTAINED



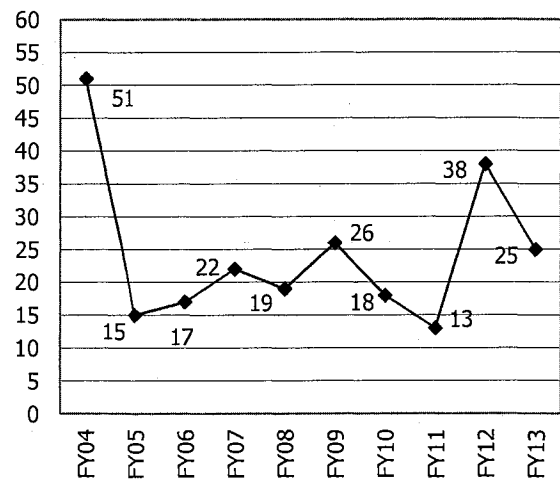
Benchmark (prior 3-yr avg):	113
Most Recent:	109
Change from Benchmark:	-4
Change from Prior Year:	-20

SIDEWALKS CONSTRUCTED



Benchmark (prior 3-yr avg):	1005
Most Recent:	7150
Change from Benchmark:	+6145
Change from Prior Year:	+4850

WATER MAIN BREAKS REPAIRED



Benchmark (prior 3-yr avg):	23
Most Recent:	25
Change from Benchmark:	+2
Change from Prior Year:	-13

MEMORIAL HALL LIBRARY

Memorial Hall Library is a community partner dedicated to helping the Town of Andover and its citizens realize their full potential. Library patrons experience Memorial Hall Library as a responsive, vital resource meeting their individual needs and offering a memorable and personal library experience. Lives are enriched through a lifelong relationship with ideas, art, literature, information and technology.

2013 was another exciting year of change at Memorial Hall Library. With assistance from the Plant & Facilities Department, the FRIENDS of the Library and the Library Trustees, the following was accomplished:

- Installed safe, customer-friendly drive-up materials return box in the Library parking lot;
- Created a beautiful new container garden with an Elm tree banner on the rear patio;
- Upgraded presentation technology in the Activity Room and Memorial Hall;
- Refurbished the Quiet Study Area on Level 2 with new paint, lighting, tables for one, task and soft seating;
- Painted the Activity Room and the Lower Level corridor;
- Installed electronic signage as part of the MA Community Innovation Challenge Grant: *The Library as Refuge in the Storm*; and
- Digitized unique Andover historical materials and included them in the Digital Public Library of America (DPLA)

NEW SERVICES/IMPROVEMENTS

More tables and seating for patrons
Remote patron printing
IndieFlix streaming video
Bee Hive programming in alcoves
Library logo and card redesign

VERY POPULAR SERVICES

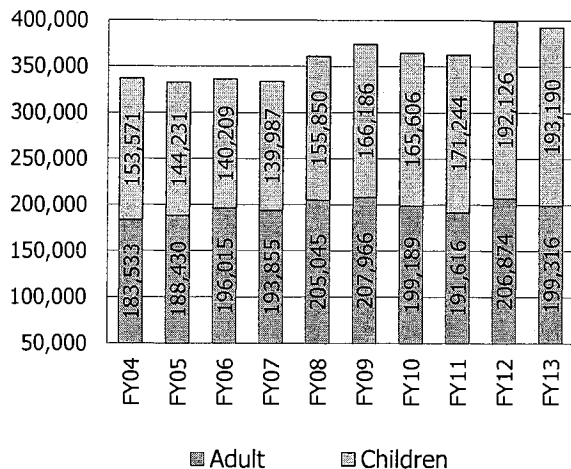
Public meeting rooms
Children/Teen/Adult programs
Public WiFi
Public computers
Interlibrary Loan – 90,816 items received

LIBRARY DATA – As reported to the MA Board of Library Commissioners

Metric	2011	2012	2013	Change
Total items	237,978	225,123	229,136	1.7%
Circulation	505,204	592,231	590,427	<i>Unchanged</i>
Attendance	452,075	484,861	370,884	<i>New counters</i>
Programs – Adult/Teen	293	337	359	6.5%
Attendance	6,691	8,470	7426	-12%
Programs – Children	473	455	484	6.4%
Attendance	10,476	9,029	9,590	6.2%
Reference transactions	65,961	69,108	72,163	4.4%
Computer signups	89,368	35,872	65,957	84%
Use of Meeting Rooms	687	878	966	10%

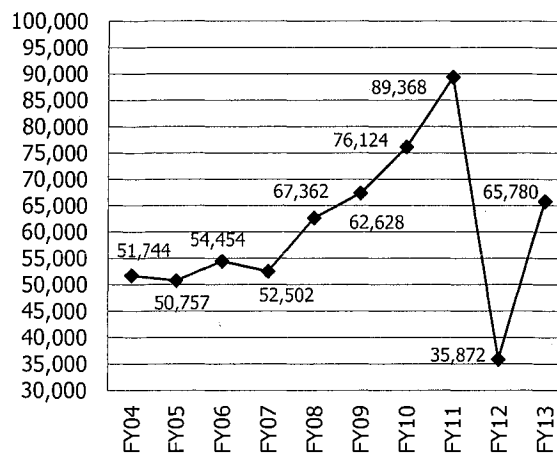
LIBRARY PERFORMANCE STATISTICS

BOOKS & PERIODICALS



Benchmark - Children (prior 3-yr avg):	176,325
Most Recent:	193,190
Change from Benchmark:	+16,865
Change from Prior Year:	+1,064

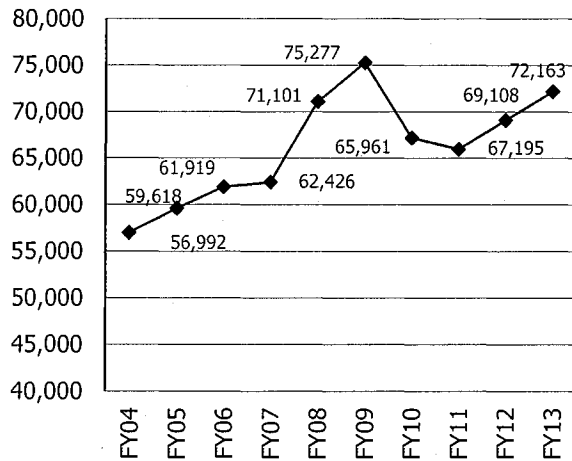
PC & INTERNET USE



Counted differently starting in FY12

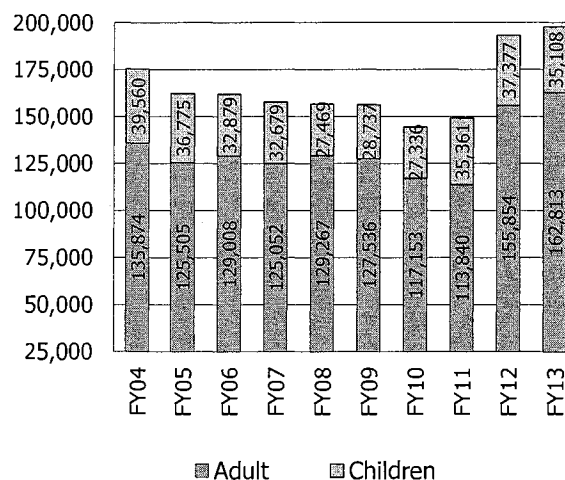
Benchmark (prior 3-yr avg):	67,121
Most Recent:	65,780
Change from Benchmark:	-1,341
Change from Prior Year:	+29,908

REFERENCE QUESTIONS



Benchmark (prior 3-yr avg):	67,421
Most Recent:	72,163
Change from Benchmark:	+4,742
Change from Prior Year:	+3,055

NON-PRINT CIRCULATION



Benchmark - Adult (prior 3-yr avg):	128,949
Most Recent:	162,813
Change from Benchmark:	+33,864
Change from Prior Year:	+6,959

DEPARTMENT OF INFORMATION TECHNOLOGY

The mission of the Department of Information Technology is to act both as a catalyst for innovation as well as to provide planning, coordination and management in all areas of information systems and technologies in support of the operational missions of all Town of Andover departments and the Andover Public School District.

The Department of Information Technology provides centralized information and technology support and services to all Town Departments and the Andover Public Schools. The central IT Department is led by the Chief Information Officer (CIO) who reports to the Town Manager and the Superintendent of Schools.

Accomplishments for 2013 include:

- Completed construction of secondary data center at the Public Safety Center.
- Deployed new server and storage (SAN) environment at primary and secondary data center.
- Deployed new backup hardware to move from primarily tape-based backup to disc-based backup.
- Deployed new server virtualization technology to replace 70+ physical servers with 8 physical servers.
- Deployed 200+ interactive projectors to every middle school and high school classroom and 100+ AppleTV devices to facilitate wireless interaction.
- Redeployed SMARTBoards to all elementary schools.
- Deployed 200+ wireless access points into every classroom in all 10 schools.
- Deployed additional access points to provide wireless coverage in all municipal buildings.
- Deployed new networking technology to support wireless and future Unified Communication Initiatives. Prepared network to move to increase internal throughput ten-fold. Increased external Internet throughput by three-fold.
- Deployed new unified firewall and anti-virus appliances to securitize network and eliminate redundant hardware.
- Deployed 633 new MacBook computers to every teaching professional.
- Developed a new management environment for all Apple devices.

- Created an on-line internal “app store” to deliver software and updates to Apple-based staff.
- Deployed 500+ iPads and cars, 100+ MacBooks and cards for student use.
- Deployed new state-of-the-art graphics and music labs at AHS and West Middle School.
- Deployed 100 new desktops to Town and School administrative professionals.
- Completed conversion of proprietary real estate tax billing system to main General Ledger/ERP system.
- Deployed on-line budgeting module to School users.
- Inaugurated on-line permitting for residential and commercial customers.
- Launched the IT Advisory Committee.
- Worked with other towns to write a successful grant proposal for new State-wide IT knowledge base.
- Developed a roadmap for integrating wireless access in all Town facilities. Final selection will occur shortly with widespread deployment beginning in the Spring of 2014.

COMMUNITY DEVELOPMENT & PLANNING DEPARTMENT

BUILDING DIVISION

The mission of the Building Division is to ensure the health, safety and welfare of the Town's residents and visitors, as well as to protect the value of the historic district and historic structures in the Town through the enforcement of State and local laws, by-laws and regulations.

The Building Division is charged with the enforcement of The Commonwealth of Massachusetts Building Code, 780 CMR, Architectural Access Board Rules and Regulations, 521 CMR, The Zoning Act, Chapter 40A of the Massachusetts General Laws, the Andover Zoning Bylaw, Article VIII, Section 33, Demolition of Historically Significant Buildings, Section 36, BallardVale Historic District Bylaw and Section 37, Chimneys, of Article XII of the Town of Andover Code of Bylaws, as well as other applicable Town and State laws and regulations. The Building Division reviews all documentation (plans and specifications) submitted with applications for permits and issues all permits required for construction and other applicable activities for which permits are required by law. The Division performs all required site inspections as well as Code-mandated safety inspections. The Building Division responds to customer inquiries, complaints and emergencies. Finally, the Building Division assists other Divisions of the Community Development and Planning Department, as needed, in their permit processing and enforcement and attends, when necessary, Zoning Board of Appeals, Planning Board and other Commission meetings.

BUILDING DIVISION STATISTICAL INFORMATION

Permit Type	2011	2012	2013
New Dwellings	36	32	38
Additions/Alterations to Single Family Dwellings	950	776	917
New Multi-Family Dwellings	1	13	13
Additions/Alterations to Multi-Family Dwellings	13	24	57
New Commercial & Industrial Buildings	0	2	3
Additions/Alterations to Commercial and Industrial Buildings	120	161	100
Schools/Public Buildings	11	10	11
Swimming Pools	21	14	21
Signs, Chimneys, Woodburning Stoves, Raze Permits	78	80	66
Certificates of Inspection	42	45	48
Zoning Verification	108	95	99
Total Fees Collected	\$872,836	\$1,357,853	\$1,350,389
Total Estimated Value	\$64,597,352	\$125,244,395	\$91,838,564

ELECTRICAL

The purpose of the Massachusetts Electrical Code is to safeguard the general public and property from the hazards arising from the use of electricity. The Electrical Inspector is responsible for reviewing and granting permits and scheduling inspections on a daily basis for residential, commercial and industrial jobs, assisting the Police and Fire Rescue Departments in the investigation of accidents and fires. Electrical work includes, but is not limited to, wiring for lighting, power, fire alarms, security alarms, telephone and other similar devices, installation of equipment for emergency power, generators, transformers, switch gear equipment, panel boards and similar equipment. The Electrical Inspector also reviews violations of the Electrical Code and inspects the corrective work for protection of the users and cooperates with the various electric companies that service the area.

	<u>2011</u>	<u>2012</u>	<u>2013</u>
Electrical Permits	1304	1247	1291
Fees Collected	\$149,076	\$115,099	\$186,787

PLUMBING AND GAS

All plumbing and gas fitting installations are controlled through enforcement of the Commonwealth of Massachusetts State Uniform Plumbing and Gas Code, formulated by the Board of State Examiners of Plumbers and Gas Fitters under Massachusetts General Laws, Chapter 142.

The Plumbing and Gas Inspector issues permits for the installation of gas piping, plumbing and sewer installations and repairs. The Inspector assists the Fire Rescue Department with gas-related fire emergencies. Inspections are conducted as necessary to ensure public safety and compliance with State Codes. Complaints and violations are also investigated and corrected or reported to the proper authorities.

	<u>2011</u>	<u>2012</u>	<u>2013</u>
Plumbing Permits	698	803	966
Plumbing Fees Collected	\$49,230	\$64,068	\$85,975
Gas Permits	637	774	885
Gas Fees Collected	\$34,969	\$51,273	\$64,784

CONSERVATION DIVISION

The mission of the Conservation Commission is to protect Andover's natural resources and to act as trustees in perpetuity of the Town's conservation land.

The Conservation Division is responsible for the protection of Andover's rivers, lakes and wetlands and provides staff support to the Andover Conservation Commission. The Commission's principal duties include enforcement and administration of the Massachusetts Wetlands Protection Act and the Andover Wetlands Protection Bylaw (regulation of residential, industrial and commercial development activity in or near flood plains, water bodies, and wetland areas). The Commission is also responsible for the acquisition and maintenance of Town-owned Conservation Land which totals 2,005 acres. The Conservation Commission consists of seven volunteer members who are appointed annually by the Town Manager to staggered three-year terms.

Conservation Land Improvement & Community Outreach

The Conservation Division coordinated with Andover Boy Scouts and Girl Scouts to complete some outstanding service projects on public land during the year. Three large bridge projects extended trails on the Foster's Pond Reservation and the Merrimack Reservation. A viewing platform is underway at the Great Meadows Property as part an Eagle Scout Project. Several Eagle Scout projects were completed with the assistance of the Commission's Special Projects Manager and his volunteer team. Various hikes on conservation land were conducted and overnight camping open to the general public is continuing. The Commission received a 25-acre special management area along the Shawsheen River. This beautiful area is home to three different protected or endangered species and is open to the public for passive recreation. Conservation land is maintained and operated by volunteer Conservation Overseers. The Conservation Commission remains committed to opening more land to passive recreation for the enjoyment of residents.

Three Andover High School students joined the Conservation staff for a very successful internship. Their areas of focus included Land Use, Wildlife Management and River Restoration.

The Conservation staff continues to update the Town's wetland boundary overlay using data from application filings. This new data base provides the public with up-to-date accurate information and is available on the Town's website.

Selected Conservation and AVIS properties were opened for the fourth season for a regulated bowhunt.

The Commission and the Town have been working with State and Federal officials to remove two of the dams on the Shawsheen River to restore the river for fish and recreation.

The Robert Pustell Award was given to Robert Dalton for his dedication and service to the Commission in the area of Wildlife Management.

CONSERVATION DIVISION STATISTICS

	<u>2012</u>	<u>2013</u>
Conservation Commission Meetings	25	24
Public Hearings & Public Meetings	123**	115
Abbreviated Notices of Resource Area Delineation	5	3
Orders of Conditions Issued	17***	20
Amended Orders of Conditions Issued	4	4
Certificates of Compliance Issued	27	28
Determinations of Applicability Issued	31***	38
Extension Permits	6*	1*
Notification of Satisfactory Completion of Work	23	12
Findings of Significance Issued	7	6
Enforcement Orders Issued	11	7
Emergency Certifications	6***	16
Appeals	9	3
Superior Court Appeals	5	1
Cessations	3	7
Overseer Appointments	4	7
Acres of Conservation Land Acquired	0.5	26.5
Wetland Filing Fees Collected	\$38,549.00	\$24,140.00
Fines (Tickets) Collected	\$0	\$2000.00
Wetland Boundary Line Changes	8	22

* This figure is low due to the State's Permit Extension Act which was signed into law extending any permit in effect or existing between August 15, 2008 through August 15, 2010, therefore, granting a two-year automatic extension by the Commonwealth of Massachusetts.

** Additional Public Hearings were held due to extremely large projects.

*** Due to severe storms such as Hurricane Sandy, the Commonwealth permitted work related to storm damage could be done without the required filing with the Conservation Commission.

HEALTH DIVISION

The mission of the Andover Board of Health is to promote and protect the public health including the physical, mental, emotional and social wellness of all the people.

The Health Division is responsible for ensuring the protection of the public and environmental health. The inspectional staff supervises the inspection and public health education programs in matters dealing with the State Sanitary Code and the State Environmental Code, including complaint investigation, wastewater disposal, food safety, swimming pool operations, recreational camp programs, and many other services. The Public Health Nursing staff is primarily responsible for all medical clinical administrative matters, including communicable disease investigations, vaccination programs, and health promotion programs. The Director of Public Health serves as staff supervisor, ensuring that public health programs are offered in a coordinated manner and acts as the liaison to various boards. The Director designs programs and implements policies as proposed by the Andover Board of Health to meet the health needs of the community. The Board of Health consists of three volunteer members appointed by the Town Manager for staggered three-year terms.

Issues of note from 2013 include:

- In partnership with the Department of Public Works and with funding provided by Pfizer, a residential sharps collection program was implemented with collection kiosks installed at the Public Safety Center and The Center at Punchard.
- The West Nile Virus in the region again became a potential problem. A targeted spraying program helped cut down the potential exposure to the virus.
- Historic inspection records and files have been a storage problem for years. Senior Volunteers have been scanning these documents to eliminate the need for physical storage while making the documents more easily available to the public.
- Dr. Richard Lindsay, DVM, retired as the Town Animal Inspector after 55 years of dedicated service. The position has been merged into the Animal Control Officer's job under the direction of the Police Department.

HEALTH DIVISION STATISTICS

	<u>2011</u>	<u>2012</u>	<u>2013</u>
Board of Health Meetings	11	13	14
Plan Reviews	263	282	505
Food Inspections	416	385	353
Environmental Inspections	284	418	403
Complaints Received	126	101	98
Administrative Hearings	4	2	5
Total Permits Issued	1438	1438	1581
Total Fees Collected	\$134,255.03	\$148,653.77	\$153,989.30

HEALTH CLINIC STATISTICS

	<u>2011</u>	<u>2012</u>	<u>2013</u>
Outreach Clinics	20	21	19
Attendance	213	188	150
Senior Center Clinics	49	50	49
Attendance	478	614	499
Office Visits	235	204	117
Home Visits	10	27	26
Recreational Camps for Children/Clinical Inspection	17	15	12
Influenza Immunization	1893	1905	2036
Pneumonia Immunization	6	19	9
Cholesterol Screening Clinics	4	0	3
Cholesterol Screening Attendance	24	0	32
Mantoux Tuberculin testing	15	4	0
Positive Reactor Follow Up	16	2	1
T.B. Clinic Case History, Appts. & Follow-Up	54	24	14
Latent T.B. Infection Reports	35	32	24
Zostavax (Shingles) Vaccine Clinics Attendance	92	141	147

COMMUNICABLE DISEASES

	<u>2011</u>	<u>2012</u>	<u>2013</u>
Animal Bites/Exposures	33	39	34
Babesiosis	0	3	2
Chicken Pox	5	5	7
Campylobacter	12	9	7
Cryptosporidiosis	3	1	1
Dengue Fever	1	0	2
E.coli 0157.H7/Shega toxin	1	1	3
Enterovirus	0	1	0
Ehrlichiosis/HGA	6	8	7
Encephalitis	0	1	0
Giardia	3	2	4
Hepatitis A	0	1	0
Hepatitis B	14	12	11
Hepatitis C	20	16	18
Influenza A & B	4	11	30
Invasive gr A Strep	2	1	1
Legionellosis	1	0	1
Lyme Disease (Confirmed/Probable)	17	50	50
Lyme Disease (Suspect)	55	53	64
Meningitis (Viral)	1	0	0
Meningitis (Bacterial)	0	1	2
Norovirus	-	-	2
Pertussis	2	6	6
Rocky Mountain Spotted Fever	-	-	1
Salmonella	5	3	2
Shigella	0	2	3

COMMUNICABLE DISEASES (Cont.)

	<u>2011</u>	<u>2012</u>	<u>2013</u>
Strep Pneumonia	2	1	0
Group B Strep	3	3	0
Tuberculosis (Active)	1	1	0
Tuberculosis (Suspect)	2	0	1
Tularemia	0	1	0
Yersiniosis	2	0	1
Suspect Disease Requiring Follow-Up	22	30	21

HEALTHY COMMUNITIES TOBACCO CONTROL PROGRAM

The Healthy Communities Tobacco Control Program, a State-funded entity, is a collaborative made up of Boards of Health from surrounding communities and is charged with the responsibility of enforcing State tobacco regulations and laws and Andover's bylaws that prohibit the sale of tobacco products to minors. With Andover as the lead agency, the collaborative serves a total of 18 communities.

GREATER LAWRENCE BIOTERRORISM PREPAREDNESS COALITION

The Greater Lawrence Public Health Coalition is funded through the Centers for Disease Control (CDC) Cooperative Agreement on Public Health Preparedness and Response for Bioterrorism and is comprised of seven community health departments including Andover, North Andover, Lawrence, Methuen, North Reading, Wilmington, and Lynnfield. Andover serves as the fiscal agent for the Coalition and works with the other communities to improve both regional and community response capabilities in public health emergencies.

Projects worked on collaboratively include local and regional plans to dispense medications in emergencies, the training of municipal staff to manage and conduct the response and to better use staff across the region during emergencies.

GREATER RIVER VALLEY MEDICAL RESERVE CORPS

The Greater River Valley Medical Reserve Corps (GRV MRC) was formed in 2007 and covers the same seven communities as the Preparedness Coalition. Medical Reserve Corps is a component of the Federal Citizens Corps and local units, like the GRV, exist to assist communities in both emergency and non-emergency situations. Units are community-based and function as a way to organize and utilize both medical and non-medical volunteers. These volunteers supplement existing local emergency and public health resources. Activities are funded by grants from the CDC, Massachusetts Department of Public Health and other National/Federal grant sources. The GRV MRC currently boasts a membership of approximately 255 volunteers.

PLANNING DIVISION

The mission of the Planning Division is to ensure the orderly growth and development of the Town through sound planning practices and through the implementation of the recommendations of the Master Plan.

Downtown: Existing commercial and retail activities in downtown Andover have remained consistent in 2013. During the year, the Town welcomed One Tong Chai Restaurant and Madox Jewelry. More recently, the Planning Board approved an application to the existing 64,474 square foot mixed used property located at 89 Main Street. This project presents a unique opportunity to bring new life to an aged facility by redeveloping and preserving 64,474 s.f. of mixed used space in the downtown. By redeveloping the existing building, the applicant is reinforcing the Town's character and enhancing the overall economic environment in downtown.

Master Plan: Two major zoning initiatives that had been identified in the Town's Master Plan were approved by Town Meeting voters in 2013 – the Senior Residential Community Overlay District and the creation of a new Industrial 2 District. The new Industrial 2 District has been established to encourage and authorize service-focused development along portions of River Road and Dascomb Road with the Senior Residential Community Overlay District being created to address the need for more housing for retirees and senior citizens. Such amendments of this scale and complexity had not been considered by the Town since the adoption of the original Industrial Districts back in 1960's.

Economic Development Council: In the collaboration with the Economic Development Council (EDC), the "Guide to Starting a Business in Andover" has been published and is now available on the Town website. The EDC has also initiated their "Andover Tomorrow" speaker series with renowned economist Barry Bluestone providing community leaders with a dynamic overview of the existing economic conditions, weblink to Andover Tomorrow Forum: http://andovertv.org/edc_20131120.mp4

Renewable Energy: One of the region's largest photovoltaic facilities is now fully operational off South Street, located in the Lowell Junction Industrial District. The +/- 3 MW solar photovoltaic facility includes the erection and installation of a fixed ground mount PV solar facility which would encompass 17.4 acres with the remaining 24.07 acres of riverfront property along the Shawsheen River being conveyed to the Conservation Commission. According to the proponent, the 3-foot by 5-foot panels are expected to produce four megawatts — enough energy harvested from the sun to power about 400 homes indefinitely.

Housing: The Board of Trustees for the Affordable Housing Trust Fund awards approximately \$32,000 each year in allocated federal grant money. Since inception, over \$245,000 has been awarded to Andover and 11 permanently affordable housing units scattered throughout Town were created. The Planning Division continues to monitor the existing affordable housing stock. The Planning Division is actively involved in each affordable unit resale in order to maintain Andover's official Subsidized Housing Inventory with the state.

Housing accomplishments include instituting a 1st Time Home Buyers Program and surpassing 10% in the Subsidized Housing Inventory.

Customer Service: View Permit for filing with the Planning Division is now live! The Planning Division currently has the capability to facilitate online permitting as well as accept payment via credit card for residents/businesses that choose to visit the Town Offices.

Planning Division (General Responsibilities)

The Planning Division staff worked on open space preservation, created Geographical Information System (GIS) maps for various Town departments, negotiated with numerous subdivision and site plan proposals to achieve the best possible development on the Town's diminishing vacant lands, continued to encourage techniques for new development proposals to enhance compatibility with existing neighborhoods and mitigated environmental impacts to the greatest extent possible.

In 2013, the Planning Board held 20 public meetings and advertised and conducted 27 public hearings. In 2012, the Planning Board held 20 public meetings and advertised and conducted 26 Public Hearings. Many projects filed in 2012 continued through to 2013. Revenues in 2013 were \$54,453.40. Revenues in 2012 were \$51,712.22*.

	<u>2011</u>	<u>2012</u>	<u>2013</u>
Planning Board Meetings	21	20	20
Public Hearings Held	30	26	27
Definitive Subdivision Plans	1	2	3
Preliminary Subdivision Plans	0	1	0
ANR Plans	8	12	13
Site Plan Reviews	1	4	3
Special Permits	7	8	8
Lot Releases and Clearance Certificates	8	22	12
Warrant Articles Reported	17	9	11
Subdivision Guarantees	1	1	1
Street Acceptances	1	1	1
Revenues Generated	\$8,992.00	\$51,712.22	\$54,453.40

*Projects filed in 2012 may continue through 2013. Revenues are credited to the year the project is filed.

ZONING BOARD OF APPEALS

The Andover Zoning Board of Appeals is authorized to function under the General Laws of the Commonwealth of Massachusetts, Chapter 40A, applicable sections of Chapter 40B and the Town's Zoning Bylaw. The Board meets on the first Thursday of each month in Memorial Hall at the Memorial Hall Library in Elm Square. The Board of Selectmen appoint five regular members and four associate members to staggered three-year terms. The Board's public hearings are the result of applications in the following areas:

- A Variance from the requirements of the Zoning Bylaw;
- A Special Permit under the Zoning Bylaw;
- A person aggrieved by the decision of the Inspector of Buildings or other Administrative Official;
- A modification or an extension of a decision; or
- Permission to construct low or moderate income housing within the Town (Comprehensive Permit M.G.L. Chapter 40B).

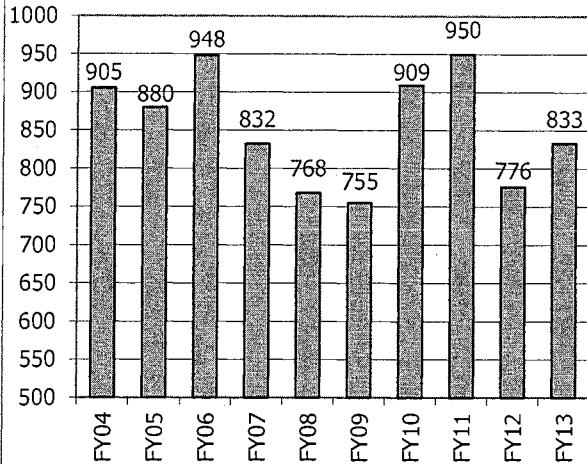
Prior to the hearings, applications are reviewed and pertinent plans and sketches are requested, legal advertisements are published and abutters are notified as required by law. The Chairman, in conformity with the Board of Appeals Rules and Regulations, conducts the public hearings. Following the hearings, the members of the Board, when deemed necessary, view each property in question and hold a deliberation meeting thereafter. Based on the evidence presented at the hearing and the applicable laws, a decision is rendered, signed and filed with the Town Clerk and recorded at the Registry of Deeds upon completion of the statutory appeal period.

ZONING BOARD OF APPEALS STATISTICS

ZBA Meetings:	2010	2011	2012	2013
Public Hearing Meetings	13	26	24	14
Deliberations Only	2	0	1	0
Cases Filed	46	57	44	51
Cases Approved	35	47	31	45
Cases Denied/Moot	4	5	14	0
Cases Withdrawn	5	2	5	4
Continuances	3	2	25	10
Fees Collected	\$13,400	\$37, 925	\$16,355	\$9,975

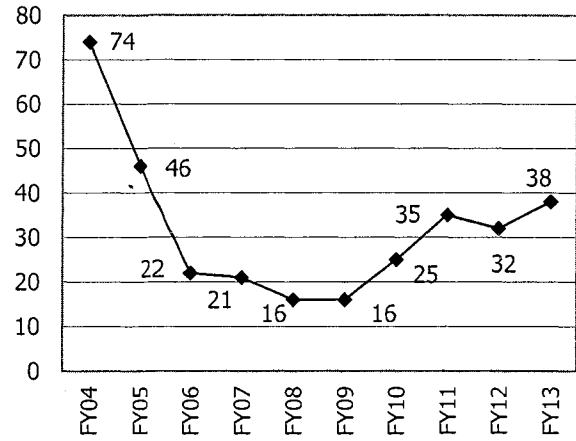
BUILDING PERFORMANCE STATISTICS

SINGLE FAMILY ADDITIONS & ALTERATIONS



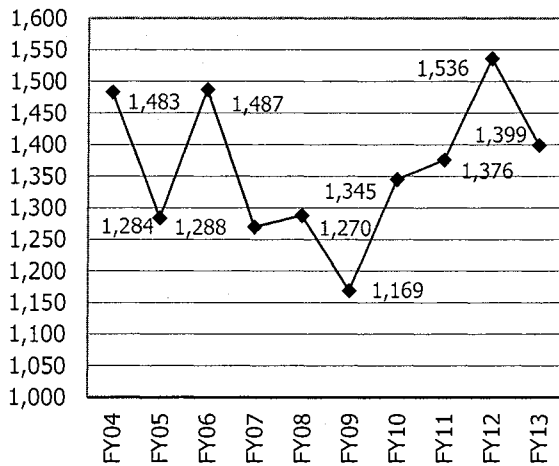
Benchmark (prior 3-yr avg):	878
Most Recent:	833
Change from Benchmark:	-45
Change from Prior Year:	+57

SINGLE FAMILY NEW DWELLINGS



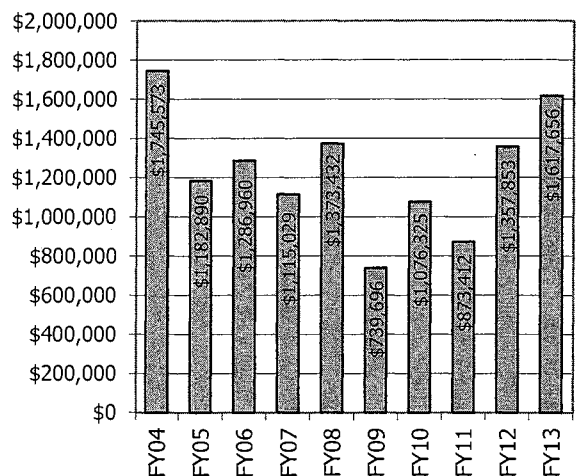
Benchmark (prior 3-yr avg):	31
Most Recent:	38
Change from Benchmark:	+7
Change from Prior Year:	+6

BUILDING PERMITS



Benchmark (prior 3-yr avg):	1419
Most Recent:	1399
Change from Benchmark:	-20
Change from Prior Year:	-137

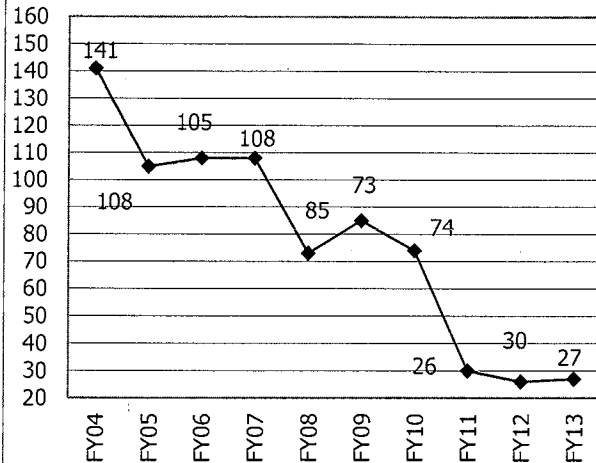
PERMIT FEE REVENUE



Benchmark (prior 3-yr avg):	\$1,502,530
Most Recent:	\$1,617,656
Change from Benchmark:	+\$115,126
Change from Prior Year:	+\$259,803

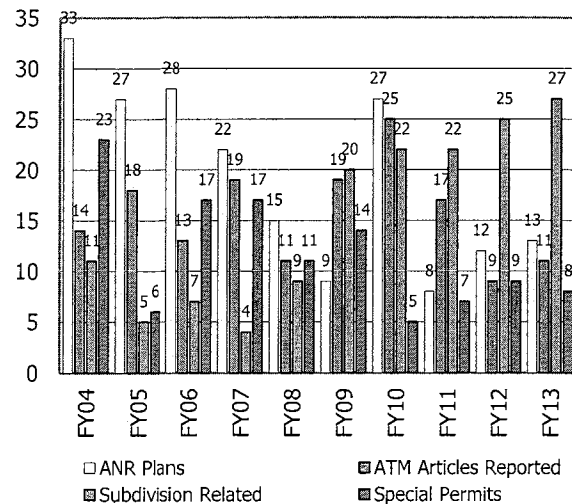
PLANNING AND HEALTH PERFORMANCE STATISTICS

PLANNING BOARD PUBLIC HEARINGS



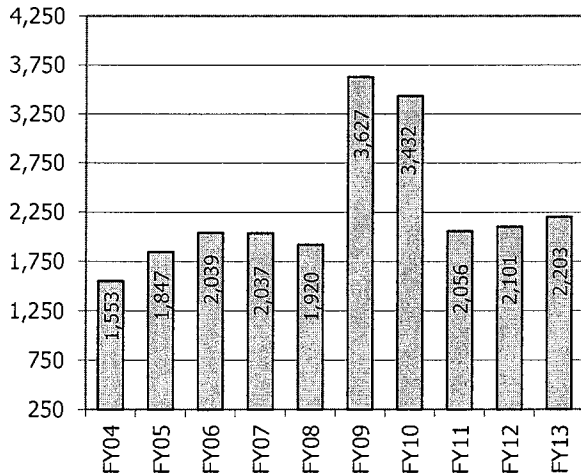
Benchmark (prior 3-yr avg):	43
Most Recent:	27
Change from Benchmark:	-16
Change from Prior Year:	-3

PLANNING REVIEWS



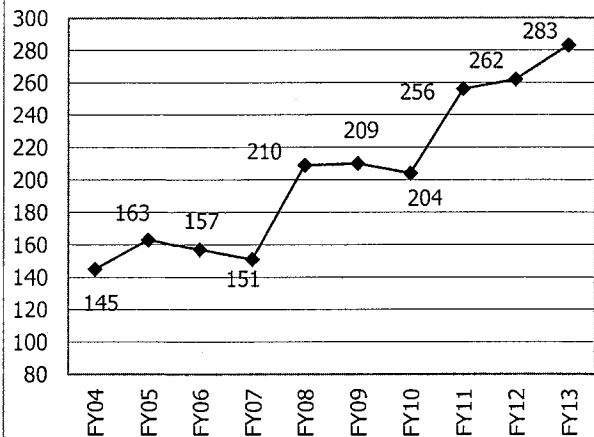
Benchmark - Subdivisions (prior 3-yr avg):	23
Most Recent:	27
Change from Benchmark:	+4
Change from Prior Year:	+2

VACCINATIONS (2009 Includes 1,224 H1N1 Vacs.)



Benchmark (prior 3-yr avg):	2,530
Most Recent:	2,203
Change from Benchmark:	-327
Change from Prior Year:	+102

PUBLIC HEALTH COMMUNICABLE DISEASE SURVEILLANCE



Benchmark (prior 3-yr avg):	241
Most Recent:	283
Change from Benchmark:	+42
Change from Prior Year:	+21

DIVISION OF COMMUNITY SERVICES

Community Services provides Andover residents with a myriad of social, educational, cultural, and recreational opportunities while embracing diversity and accessibility for all ages. Community Services strives to rate the pulse of the community and incorporate those ideas into valued programs for its citizens now and into the future.

Community Services, better known as Andover DCS, was established years ago as a traditional recreation department. As Andover grew, the department embraced a wider mission. Today, the Division is comprised of five full-time staff, hundreds of part-time adult and student employees, vendors and volunteers who provide over 500 programs, events and trips for our residents each year. The DCS office is located on the second floor of the Andover Town Offices, 36 Bartlet Street, and offers customer service from 8:30 AM-4:30 PM, Monday through Friday. Online registration for DCS programs is available 24/7 through the website at AndoverDCS.com.

Daytime, after-school, evening, school vacation and Summer vacation programs are held throughout Town. DCS utilizes Andover's fine public and private facilities including the public schools, the Greater Lawrence Technical High School, Kid's Club and the Old Town Hall for its programs. Special events and concerts are held in The Park, tennis lessons and adult co-ed softball leagues are held at Recreation Park and swimming and boating programs take place at Pumps Pond. Outdoor sports programs for children are held on fields throughout the Town. Hundreds of non-credit, online courses are available each month for those with internet access from home or office workstations.

DCS continues to make improvements to Recreation Park and Pumps Pond. Improvements include upgrades to the waterfront area, landscaping and trimming paths in the woods to enhance the general appearance of the complex. Electricity to the Summer programming sheds was recently added along with shade structures for the pond.

As Andover continues to grow and change, DCS adapts and changes to meet the needs of the community. Customer service has been improved by streamlining many of the registration procedures and office policies. More than 46% of all DCS registrations are being completed online allowing for after hour and weekend registrations. The convenience of the DCS website and the online registration system benefit both the participants and the staff. Program information is easy to find and class information is but a click away. DCS can also be found on many social networking/media sites such as Facebook, Twitter, Instagram and Pinterest.

DCS PROGRAMS

Community Donations

Opportunities to help neighbors in need include the *Mitten Tree*, providing mittens at the holidays, *Holiday Gift Baskets*, providing comfort to Andover's elderly and *Camperships* for low income children enrolled in DCS Summer programs.

Classes & Programs

A comprehensive program booklet is mailed to Andover residents in early January, June and September. Information for all programs, trips and special events for the upcoming season are found in the booklets. The current booklet and registration information can also be found at AndoverDCS.com.

Community Trips

Each season DCS offers trips to a variety of locations. Some favorites include New York City shopping during the holiday season, Foxwoods Casino, Brimfield Antique Show and day trip to Nantucket Island. Children's summer trips include Canobie Lake Park, Sky Zone, Wingersheek Beach, CoCo Keys and Water Country.

Special Events

DCS coordinates special events throughout the year that have become memorable family favorites. These programs are offered at minimal cost to residents and include a Spring Egg Hunt, Spring and Fall Town Yard Sales, a free Summer Concert Series, Preschool Park Events, Tot Time Workshops, Father/Daughter Holly Ball and North Pole Calling.

Sports Leagues

Preschool leagues include fall and spring Kickin' Kids Soccer, L'il Hoopsters Basketball, and Tot Shots Floor Hockey as well as spring Sandlot T-Ball. Over 500 pre-school age children participated in these leagues this past year.

The Bob French Basketball League is the town-wide recreational league available for elementary and middle school children. Girl's Travel Basketball Leagues are available for Andover students in Grades 5-8 during the winter. In the spring, a Lacrosse league for ages 5-8 is offered at Recreation Park. Over 600 elementary and middle school children participated in these programs this past year.

Adult Co-Ed Softball Leagues are organized through DCS. Andover residents and business employees have the opportunity to join one of the 24 teams in the summer and 12 teams in the fall. Approximately 900 adults participate in this league each year.

Enrichment Programs

DCS enrichment programs are offered throughout the year for all ages. Children's programs feature opportunities in theater arts with Children's Studio for the Arts and Summer Theatre Ensemble. Additionally, there is a host of art, dance, language and music lessons for both children and adults.

Online and SAT

DCS offers over 400 non-credit, on-line classes. A few of the classes are Medical Terminology, Microsoft Excel, Medical Coding and Speed Spanish. DCS also offers SAT Verbal and SAT Math Prep courses throughout the year and along with Kaplan Prep Courses for high school age students.

Ski/Snowboard Program

The Bradford Ski and Snowboard Club is one of our most popular programs. This six week program, for students with abilities from beginner through advanced, offer lessons, open ski/snowboarding, and rental packages. DCS is now also offering discounted ski tickets to Attitash and Wildcat Mountains available for sale in the office.

Summer Program

DCS offers a variety of exciting programs to keep the children of Andover engaged during their summer vacation. Listed below are just a few of the many programs offered:

- *Drop-In Playground* – Held at Rec Park and Pumps Pond, is available to children entering grades 1–6. It offers eight weeks of age-appropriate activities such as swimming, sports and arts & crafts.
- *All Day Discovery* – Held at South School, Rec Park and Pumps Pond is a full day, seven-week program for children entering grades K–6. They participate in tennis, swimming, boating, arts & crafts and a weekly field trip.
- *Sports Programs* – Held in a variety of locations around Town, weeklong programs include Tennis, Football, Baseball, Soccer, Beach Volleyball, Track, Archery, Fencing and Golf.
- *Programs for Younger Children* – Programs include Beach Buddies and Swim Lessons held at Pumps Pond and various sports programs including Cheerleading, Pee-Wee Tennis and Kidsports held at various locations throughout the Town.
- *Science Programs* – Held as week-long or half week programs at the Old Town Hall and/or Recreation Park. These offerings vary with interest focusing on engineering, robotics, Lego's, chemistry and life sciences for children ages 6-12.

RECREATION FACILITIES

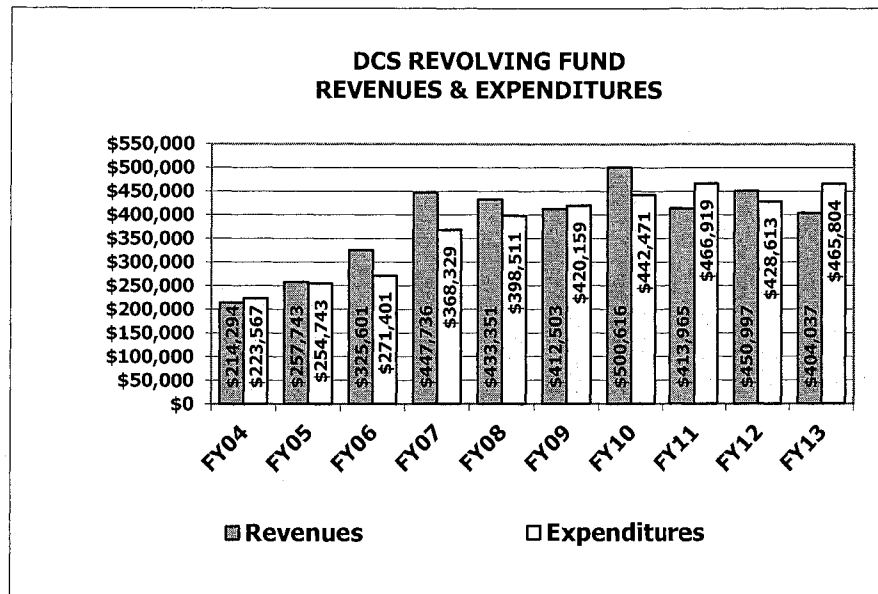
Recreation Park

This large scenic park off Abbot Street is open to the public for a wide variety of seasonal recreational activities. Facilities include four lighted tennis courts, a ball field with lights for night games, lighted in-line skate rink, picnic areas, children's play area, a sledding hill and restrooms. Whether you're looking to host a relaxing family picnic or an action packed birthday party, Recreation Park is the perfect place to rent for your event.

Pomps Pond

Located off Abbot Street, Pomps Pond offers a spacious beach area, picnic grounds, children's playground area, canoe, kayak, paddleboats, paddleboards, and sailboat rentals, along with recreational and instructional swimming. The complex, open mid-June through mid-August, includes a bathhouse with showers, restrooms, changing facilities, concession stand and first aid station. Andover residents may purchase beach stickers at the pond or in the DCS office. Over 300 residents purchased stickers in 2013. Non-residents are charged the daily rate. Typically, around 150 people per day enjoy the Pond in addition to the hundreds of children who are onsite attending their summer programs. An Early Bird Special is offered to Andover residents for season stickers at a discounted rate each spring. Mark your calendars to stop by the DCS office to purchase yours, and you too can enjoy this natural beauty.

DCS PERFORMANCE STATISTICS



Benchmark - Revenue (prior 3-yr avg):	\$455,193
Most Recent:	\$404,037
Change from Benchmark:	-\$51,156
Change from Prior Year:	-\$46,960

DIVISION OF ELDER SERVICES

The mission of the Division of Elder Services is to provide individuals, regardless of background, the opportunity to seek and readily find fulfillment and growth through programs and services that nurture mind, body and spirit.

The mission of the Council on Aging is to identify, develop, implement and advocate for programs and services designed to enhance the quality of life and independence of elders in the community and to provide a focal point in the community (The Center at Punchard) where these programs and services can be easily accessed by elders and their families.

Vision: To create an environment where age is a credential not a barrier.

The Growing Community of Residents of “Senior” Status

As the number of Andover residents presently or soon to be 60+ steadily increases, Elder Services faces the challenge of identifying resources for an increasingly diverse older population. How prepared are we to meet the various needs of a population whose ages range from 60 to 100+? What resources will be needed to support our oldest residents living independently in the community? Will Andover, as a community, be ready as more residents seek assistance, either for themselves or for family members? How do we entice residents aged 50+ to not only remain in the community but to also become more involved? The Elder Services Division continues to create and provide specialized programs and services in fulfillment of its mission, as laid out by the Council on Aging, following the charge of the March 12, 1966 Annual Town Meeting:

- Identify the total needs of the community’s elderly population;
- Educate the community and enlist support and participation of all citizens about these needs;
- Design, promote or implement services to fill these needs or coordinate existing services in the community;
- Promote and support any other programs which are designed to assist the elderly in the community; and
- Enlist and develop capable volunteers and professional leadership for the purposes stated in this Article (#35).

To accomplish these goals, programs are designed to promote good health and nutrition, access to services and community life, create volunteer opportunities, increase financial and personal independence and combat isolation. Elder Services continues to develop creative Intergenerational programs serving both seniors and young people from pre-school to college age. An emphasis on health, wellness and nutrition programs provides a variety of opportunities to maintain, enhance and improve health. Continuing goals and objectives focus on improving social services, transportation, educational and recreational programs, intergenerational and volunteer opportunities and expanding outreach in the community.

Challenges

According to the 2010 census, 6,447 Andover residents are over age 60 – an increase of 28% over the 2000 census count of 5,045. (The overall population in Andover increased by 6%

in that same timeframe.) Those who are over 85 as well as those who have recently or will soon attain “senior status” are the fastest growing groups within this cohort.

Fees for services cover most program costs and are supplemented by coordinating programs with other agencies. Programs developed cooperatively with the Andover/North Andover YMCA, Elder Services of the Merrimack Valley and other community organizations provide access to a variety of programs and services that would otherwise be limited by space and economic constraints.

Increased Need

Requests for services tend to increase in difficult economic times. Transportation resources continue to increase as well as a dramatic increase in requests for general information from both seniors themselves as well as their family members. Elder Services has expanded its outreach efforts to provide information on a variety of resources. The need for the supportive services provided by the Geriatric Nurse Specialist to meet increased mental health needs of the elder population continues to increase. Those aged 85+ are the fastest growing group receiving services. It is expected these trends will continue as people are living longer and remain in the community rather than seeking long-term care. Cutbacks in funding and services at the Federal and State levels and the negative effects of the economy continue to impact the elderly population first and often most severely.

Accomplishments

Presenting a different image to the community other than the stereotype that "Senior Center" creates has been of particular importance given that one in three Andover residents are age 50+. The rename/reframe campaign which began last year with discussions about the role and image of the senior center and the adoption of *The Center at Punchard* as the Center's new name has continued with the development of a logo as well as a new webpage. Our public outreach emphasizes “Andover Celebrates Experience” and “Continuing Life Experiences”. This third phase of life is not the end but a continuation of the journey.

The Council on Aging five year plan is focusing on:

- ~ Outreach – building a positive profile, community involvement and housing options.
- ~ Physical Space – maximize the efficiency and use of The Center and partnerships.
- ~ Services – explore areas for expansion, transportation, volunteers, “whole person” model.

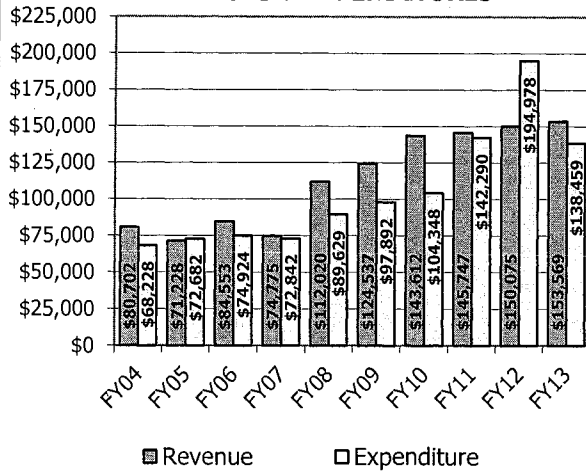
A redesign of this complex in preparation of the Youth Center construction has vastly improved. Increased parking and a much-needed kitchen remodel/expansion project has led to an improved and more efficient work environment.

The TRIAD Council has continued their outreach efforts, focusing on emergency preparedness, safe driving and the Car Fit program. Many of their efforts are coordinated with Public Safety, as with the introduction of the “Lock Safe” program made possible by the Commission on Disabilities.

Volunteer services continue to grow with over 300 volunteers providing services in all Town and School Departments. The value of their services to the Town is over \$500,000. Participation in “SCRPT”, the senior tax work off program, continues to attract a large number of participants – 288 in 2013 with 95% of the applicants completing their assignments.

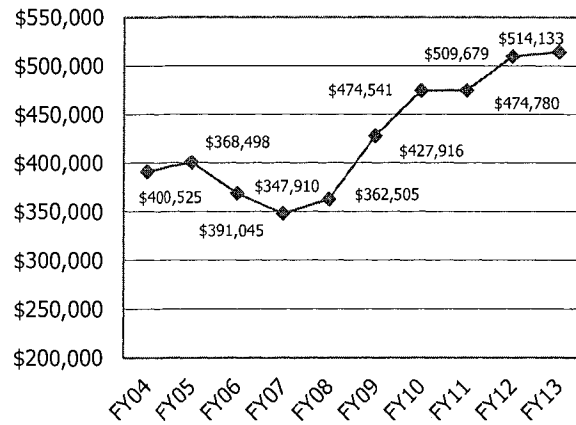
ELDER SERVICES PERFORMANCE STATISTICS

**ELDER SERVICES REVOLVING FUND
REVENUES & EXPENDITURES**



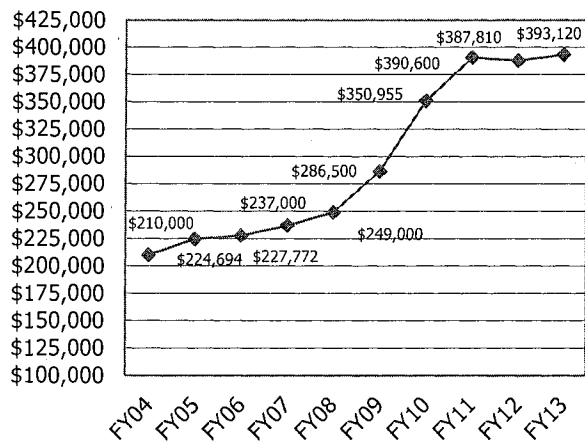
Benchmark - Revenue (prior 3-yr avg):	\$146,478
Most Recent:	\$153,569
Change from Benchmark:	+\$7,091
Change from Prior Year:	+\$3,494

**VALUE OF ELDER SERVICES
VOLUNTEER SERVICE**



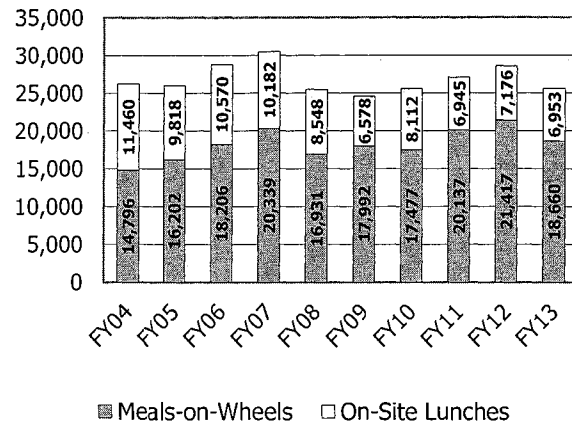
Benchmark (prior 3-yr avg):	\$486,333
Most Recent:	\$514,133
Change from Benchmark:	+\$27,800
Change from Prior Year:	+\$4,454

**TAX VOUCHER PROGRAM
VALUE TO TOWN**



Benchmark (prior 3-yr avg):	\$376,455
Most Recent:	\$393,120
Change from Benchmark:	+\$16,665
Change from Prior Year:	+\$5,310

SENIOR MEALS SERVED



Benchmark - Total Meals Served (prior 3-yr avg):	27,088
Most Recent:	25,613
Change from Benchmark:	-1,475
Change from Prior Year:	-2,980

DIVISION OF YOUTH SERVICES

Andover Youth Services (AYS) aims to provide young people useful experiences to promote healthy growth and development. It is our goal to build a network of affordable, accessible, safe, and challenging youth programs that appeal and respond to the diverse interests of young adolescents and their families.

Celebrating 20 years of pioneering youth development work, Andover Youth Services provides a comprehensive recreational, educational, social and support program for Andover's 11-18 year old age group. AYS continues to develop purposeful experiences that allow young people to build new relationships, help to develop an identity, provide opportunities to exercise independence, offer physical activity through appropriate challenges and gives participants a sense of belonging. All of these elements build a foundation towards a young person's positive development, builds a valuable connection to the community outside of school and constructively fills time for a challenging age group.

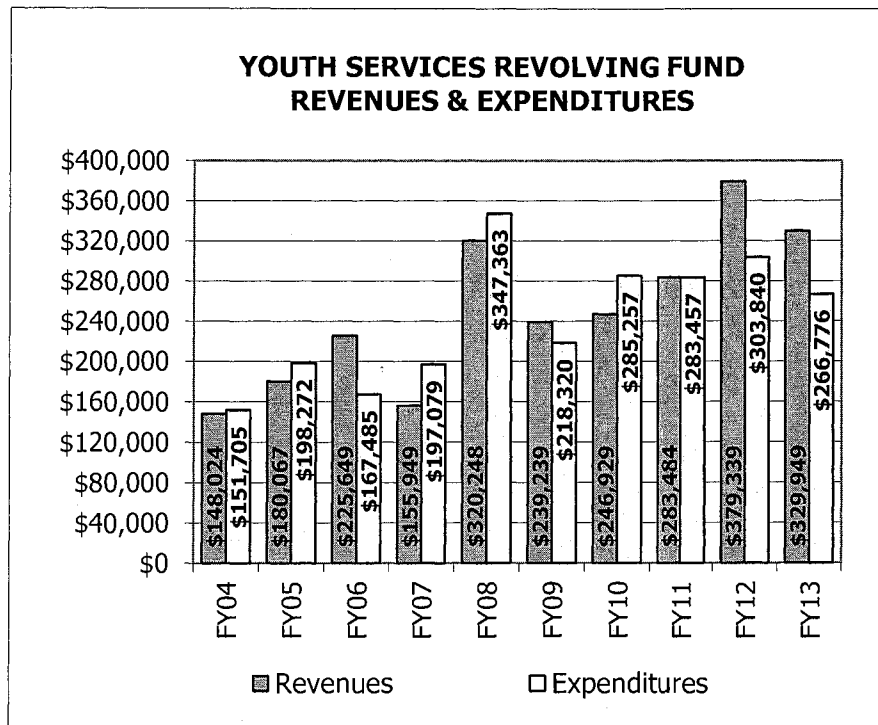
AYS's reach has grown exponentially since it began, starting with a handful of students and now reaching more than 7,000 total participants a year. The AYS vision for a better community starts with the education and empowerment of youth. With this in mind, Youth Services provides the youth and families of Andover with programs that focus on: personal, social, cognitive, and creative competence, vocational awareness, health and physical well-being, leadership and service and developing social skills. AYS receives ideas and concepts directly from the young people and then empowers the youth to make them happen. By interacting alongside young people, whether it is handing out flyers or creating plans for a new Skate Park, the programs that AYS creates and implements are immediate reflections of what the youth want and need. At the core of every AYS program is the belief that all young people – given tools, support and opportunity – can become leaders. Students self-select leadership roles as their AYS experience progresses. AYS is recognized as an advocate for youth development in the community and a vital bridge between youth and a network of support services. Andover's young people face many challenges and the mission of AYS is to develop and maintain a program that has the ability to be flexible and encourage all youth to use their creativity, spontaneity and energy in positive ways.

AYS runs over 200 individual programs annually. Support programs are the most essential element of the AYS organization. From thousands of hours of community service, to 24-hour crisis intervention, to mediation, the AYS staff spends countless hours with individuals or small groups dealing with a variety of critical youth development issues. AYS serves as a bridge between a young person's needs and the services that can help them become a well-rounded individual.

The following activities exemplify the ingenuity and resourcefulness of AYS, the ability to work constructively with all Town branches and the ongoing effort to provide the best services to the citizens of Andover:

- ***Recreation Programs*** – Through recreationally-based experiences such as field trips, after school experiences, vacation programs and outdoor adventures, young people are challenged both physically and mentally in a safe environment providing a gateway to self-discovery and building relationships.
- ***Sports Programs*** – AYS keeps young people active and engaged with youth lacrosse, wrestling, field hockey, track, cross country, ultimate, golf and volleyball.
- ***Andover Skate Park*** – The Park offers lessons, clinics and contests throughout the Summer and gives young people throughout the Merrimack Valley a community venue to express themselves in diverse, dynamic and creative ways through skateboarding, music, painting and social events.
- ***Social Events*** – AYS dances, concerts, coffeehouses and community events create opportunities for young people to interact in a safe, supervised environment.
- ***Green Team*** – Trains young people in a variety of marketable skills preparing them to enter the workforce. Instructors provide role models, create connection to something positive and build lasting relationships.
- ***Troop KBG (Kick Butt Girls)*** – A girls leadership group that explores women's issues, perceptions and how to break through stereotypes through action.
- ***Andover Youth Council*** – A leadership group that engages 20 high school students in relevant issues both local and worldwide, organizes community events and social functions year round. The Council inspires the students to become change agents in their community.
- ***Theatreworks*** – AYS works with youth behind the scenes as well as on stage, utilizing adult mentors to help students of all ages gain knowledge and appreciation for working together in theater arts.
- ***RISE*** – Combining social skills training, therapeutic intervention and activity-based youth development, AYS developed and implemented an 8-week experience for the middle school and high school special education students in Andover. Participants were engaged in specific social skills and life skills groups and were able to practice their skills on a variety of trips and activities. The program saved the Town thousands of dollars by using local resources instead of hiring outside vendors.

AYS PERFORMANCE STATISTICS



Benchmark - Revenue (prior 3-yr avg):	\$303,251
Most Recent:	\$329,949
Change from Benchmark:	+\$26,698
Change from Prior Year:	-\$49,390

VETERANS SERVICES

The mission of the Veterans Services Office is to do whatever is necessary to provide Andover veterans with benefits, entitlements and services whether they be medical, administrative, financial or quality of life.

The Veterans Services Office provides or coordinates all state and federal financial, medical and administrative benefits to Andover's 3,000 veterans and their families.

State Benefits – In 2013, the Office responded to numerous Public Assistance requests from Veterans for fuel, food, housing, burials, medical needs and others under Massachusetts General Law Chapter 115 (M.G.L. C115). The numerous requests for Public Assistance are due to current economic conditions and the aging Veteran population. This Public Assistance program is paid for by the Town and reimbursed 75% by the State under M.G.L. C115. Veterans' Public Assistance increased in FY-2013. The Veterans Office managed re-occurring Public Assistance Cases throughout the year culminating in over \$117,000 being disbursed to Veterans and their dependents.

Federal Benefits – Obtaining Federal Benefits for local Veterans is a priority in the office to include service connected disability claim processing. Andover residents receive over \$2 million dollars in tax-free Federal veterans' benefit dollars annually – mostly through service connected disabilities and widows' pensions.

The Office also planned and coordinated the patriotic ceremonies in observance of Veterans Day, Memorial Day, Flag Day, September 11th and placed flags on the graves of Veterans buried in Andover. Band concerts and other civic activities during the year were also handled by the Veterans Services Office.

Highlights of 2013 include: the hosting of the United States Marine Corps Band – "*The Presidents Own*" – for a patriotic concert at the Collins Center, continuing the on-going project documenting the history of Andover Veterans through the publishing of *Heroes Among Us – Book 5* – a book spotlighting the Town's living Korean War Veterans and recognizing Andover's Veterans with the institution of the "*Andover Veterans Challenge Coin*". Further acknowledging Andover's heroes, the Annual Town Meeting voted to erect a monument at Deyermont Park in honor of Warren "Buster" Deyermont, Andover's last Vietnam War casualty. Additionally, the Office was active in the local coordination of the Commonwealth of Massachusetts Afghanistan/Iraq "Welcome Home Bonus Program" which pays service members deployed to combat zones a \$1,000 bonus and \$500 to those called to active duty outside combat zones.

A focus of the Veterans' Service Director was to continuously improve the Veterans' Office recordkeeping. This includes an on-going project comparing Andover Revolutionary War records to the existing Veterans Office Records.

Sixty four Andover Veterans died during 2013. These Veterans served from World War II through the Vietnam War. Several of these Veterans fought in more than one war.

The Director of Veterans Services also serves as the Town's Graves Registration and Burial Officer.

Key services provided by the Veterans' Services Office include:

State Veteran Public Assistance Benefits (Massachusetts General Law C115 / MGL C115)

Outreach, Intake and Counseling, Public Assistance Disbursements and Semi-Annual Audits

Federal Veteran Benefits (Veterans Administration/VA)

Disability Claim Processing, Health Care, Burial and Widow's Pension Processing and Grave Marker Applications

Graves Registration

Veteran Funerals, Family Burial Counseling, Necrologies and Records Management for over 7,000 Veterans (living and deceased)

Committees and Coordination

Patriotic Holiday Committee, Elder Services and local Veterans Groups

Patriotic Programs and Ceremonies

Memorial Day, Veterans Day, Patriotic Concerts, September 11th Remembrance, Annual Veterans' Luncheon and other

Memorial Care

Monument oversight, dedication as needed and Veterans' Grave flags (10 cemeteries and over 3,700 Veteran graves)

ANDOVER VETERANS DEATHS

<u>Name</u>	<u>Branch</u>	<u>Service Era</u>
Alsup, Eileen J.	Navy	WWII
Anderson, Donald F.	Army	WWII/Korea
Brainerd, Eric I.	Navy	WWII/Korea
Bresnhan, Joseph M.	Navy	WWII
Brown, John J.	Navy	Korea/Peacetime
Cairnie, Duncan M.	Navy	WWII
Caron, Alfred A.	Navy	WWII
Charpentier, Albert C.	Army	WWII
Childs, Frederick M.	Navy	WWII
Cox, John R.	Navy	Vietnam
Cox, William P.	Army	WWII
Crotch, Clayton A.	Coast Guard	WWII
Czapski, Zygmunt P.	Army	WWII
Desjardin, Raymond J.	Navy & Army	WWII/Korea/Vietnam
Devine, James W.	Navy	Korea
Dompier, Gordon R.	Air Force	Korea
Donahue, Joseph G.	Navy	WWII
Earle, Robert E.	Army	WWII
Ewing, Paul C.	Army	Korea
Flanigan, Francis J. Jr.	Navy	Peacetime
Gaudet, Raymond J.	Navy	WWII
Grant, Donald M.	Navy	WWII
Grassello, Italo	Marine Corps	WWII
Hardock, Richard A.	Army	Korea
Hayes, Vincent E. Jr.	Army	Vietnam

<u>Name</u>	<u>Branch</u>	<u>Service Era</u>
Hemp, Uwe H.	Marine Corps	Vietnam
Joynt, John J.	Army	WWII
Kramer, Donald J.	Navy	Korea
Krauss, Herbert H.	Army Air Corps	WWII
Lamontagne, Wilfred L.	Army	WWII
Lang, Walter E. Jr.	Marine Corps	Korea
Letourneau, Joseph H.	Navy	WWII
Malis, Irving	Army	WWII
Marchese, Anthony S.	Coast Guard	WWII
Marotta, Alfred	Navy	WWII
Marshall, John H.	Army & Navy	Vietnam
Martineau, Rene J.	Army Air Corps	WWII
McNulty, Mary M.	Navy	WWII
McQuade, Robert E.	Marine Corps	WWII/Korea
Meyer, John	Navy	WWII
Murgia, Raymond J.	Marine Corps	WWII
Murphy, Joseph F.	Army	WWII
Najem, Arthur	Army Air Corps	WWII
Nardone, Philip A.	Army	Korea
Nolan, Joseph P. Jr.	Navy	Korea
Palmquist, David S.	Air Force	Peacetime
Pappas, George W.	Army	Vietnam
Perreault, Jeannette A.	Army	WWII
Piazzo, Mary C.	Army	WWII
Polcari, Gerard A.	Coast Guard	Korea
Polizotti, Frank R.	Marine Corps	Korea

<u>Name</u>	<u>Branch</u>	<u>Service Era</u>
Pustell, Margaret A.	Navy	WWII
Sabbagh, Edward N.	Army Air Corps	WWII
Shaw, Clinton S.	Army	WWII/Korea
Sherman, Richard J.	Marine Corps	WWII/Korea
Spinella, Joseph F.	Army	Korea
Stafford, Benjamin H.	Navy	Korea
Stebbins, Albert J. Jr.	Army	WWII
Struthers, Carleton M. Jr.	Army	Vietnam
Upton, Paul L.	Army Air Corps	WWII
Weiner, Melvin L.	Army Air Corps	WWII
Wirtz, Charles J.	Coast Guard	WWII
Yacoubian, Richard G.	Navy	Vietnam
Yeates, Rosamond W.	Army	WWII

ANNUAL REPORT 2013
ANDOVER PUBLIC SCHOOLS
"Every Child, Every Day, Every Way"

Mission

The mission of the Andover Public Schools, in partnership with the entire Andover community, is to educate by engaging and inspiring, students to develop as self-reliant, responsible citizens who are thinkers, problem solvers, and contributors prepared to participate in an evolving global society.

Core Values

High Achievement for All * Teaching Excellence * Innovation * Respect * Responsibility

The goal of the Andover Public Schools is to provide an engaging and balanced education that challenges all students through our focus on high expectations, academic achievement, and education of the whole child which we believe is the shared responsibility of the family, the school district, and the community. The curriculum of the schools has been designed to align with the state frameworks and the development of globally-engaged learners. The school district goal is to provide engaging and comprehensive curricula that challenges all students, raises their achievement level, and enables them to meet or exceed Andover, the Commonwealth of Massachusetts and international learning standards by fusing the "3Rs and 4Cs" (critical thinking/problem solving, communication, collaboration, and creativity/innovation).

The 2013 - 14 enrollment for the Andover Public Schools (APS) totaled 6,116 students with 2,805 students in our six elementary schools grades pre-kindergarten through grade five, 1,511 students in the three middle schools grades six through eight, and 1,800 students in the high school grades nine through twelve. I am pleased to present 2013-2014 Annual Report for the Andover Public Schools. As you read the annual school report, you will note that the strength of our school district is in the quality of our students, teachers, support staff, school leaders, parents, town officials and our community.

The Andover Public Schools consists of six elementary schools, three middle schools and a high school. In addition, the Andover Public Schools is a member of the Greater Lawrence Education Collaborative (GLEC) for special education and the Town of Andover is one of the founding members of the Greater Lawrence Regional Vocational Technical School. The day-to-day operation of the Andover Public Schools is under the leadership and supervision of the Superintendent, Dr. Marinel D. McGrath. The Andover School Committee consists of five (5) members, each elected in a non-partisan ballot by the people of Andover for terms of three (3) years. Members of the School Committee and their terms of office are: Dennis Forgue, Chairperson, 2014; Ann W. Gilbert, Vice-Chairperson, 2015; David Birnbach, 2015; Barbara L'Italien, 2016, and Paula Colby-Clements, 2016. Former School Committee members Richard J. Collins served from 1998 - 2013 and Tony James served from 2003 - 2009 passed away in February 2014 and were remembered at the March 6 School Committee meeting for their extraordinary service to the children of Andover.

Andover Public Schools – *By the Numbers* - Selected Statistical Information

October 1, 2013 Enrollment	6,116
October 1, 2012 Enrollment	6,262
October 1, 2011 Enrollment	6,206

AHS Graduation Rate – Class of 2013 (Source: MA DESE)

Post-Secondary Education – 2013

Continuing Education	95.9%
- 4- Year College	88.2%
- 2-Year College	6.0%
- Post Graduate	1.7%
- Dropout rate	1.3%
- GED	0.4%
- % still in school	2.5%
- % non-grad completers	0.6%

SAT Scores: Class of 2013

- Critical Reading	563
- Mathematics	587
- Writing	566

Advanced Placement – Class of 2013

443 Students and 749 Exams

AP Scholars	125
Average score	4.02 out of 5.00

National Merit Scholarship Program

Class of 2013	2 Merit Scholar Recipients
	4 Semi-Finalists
	14 Commended

2013-2014 Highlights

Recognitions

- The Warrior Way program was chosen to represent the Commonwealth of Massachusetts at the national "Spirit of Sport and Community Service" competition.
- The Mock Trial Team for winning their third competition in the Massachusetts Bar Association's 2014 statewide high school mock trial program.
- Students throughout the district were honored by having poetry, writing, and art work highlighted in the *Apple Seed* and *Apple Sauce* Literary Publications.
- Patrick Doheny, represented Doherty Middle School and Andover at Governor Deval Patrick's Project 351, held on Martin Luther King Day's National Day of Service. Governor Patrick spoke to the students about leadership and using their leadership skills in the community. Students then toured six Boston sites in which they participated in community service activities.

Curriculum and Instruction

- Curriculum Advisory Boards (CAB) continue to work as a collaborative team to develop strong curriculum, instruction, and assessment practices in all areas of the curriculum.
 - Based on recommendations from 2012 – 13 program review, the Advisory is examining K – 8 math programs that align to the new Massachusetts State Frameworks and the Mathematical Practices as outlined in the Common Core Standards.
 - PK – 12 Science Program Evaluation including a study of the engineering curriculum and instruction at grades K – 8.
 - Weather Station installed allowing all students access to local weather data
 - PK – 5 Physical Education working to create a common assessment in elementary physical education from which to measure student improvement.
 - World Language continues to create the understanding that will prepare the community for an elementary world language experience for children through global connections and awareness.
 - 6 – 12 English Language Arts is developing common writing prompts to be administered and collaboratively scored to build capacity and maintain consistency across the district.
 - 6 – 12 Social Studies is examining the analytic skills required that enable students to write critically. This study revealed the need to vertically map and align the skills throughout the Social Studies curriculum.
 - PK – 12 Fine Arts has identified mission and vision for the department as well as identified the core skills in the elementary visual arts curriculum.
 - PK – 12 ESL group began to develop the curriculum incorporating WIDA (World-class Instructional Design and Assessment) standards.
 - PK – 12 Digital Learning defined and established common language and understanding around meaningful technology integration. The group uses the SAMR (Substitution – Augmentation – Modification – Redefinition) Model to evaluate the tech integration.
- Professional opportunities for all teachers in content areas for
 - Writing at the elementary level
 - Writing at the secondary level
 - Mathematics benchmarking at the elementary and middle level
 - Differentiation strategies in mathematics at the elementary level
 - Advisor – Advisee Program development at the high school level
 - ESL professional days around WIDA standards and curriculum development
 - Ed Leadership and the 4C's conference for administrators
- Intern/Externship programs expanded at the high school to include the Engineering Externship and the World Language Service Course.
- Before School Elementary Band and Strings Program has been re-instated.
- Open Circle Social Competency Program implementation plan is on target in each of the elementary schools.

New Program Initiatives and Planning

- The middle school administrative team alongside teachers worked with the Buck Institute from California to implement Phase One of the Project Based Learning initiative. This work continued throughout the year with a follow up day and two additional professional development days that supports the development of strong PBL units of study. The district will continue to support this initiative by offering focused professional development during the summer as well as during the school year.
- The district entered the first year of implementing the new educator evaluation system. Administrators, teachers, nurses, social workers all engaged in learning about the new expectations for teacher evaluations. There was a joint effort in reviewing the rubrics and the process through which this would all take place. The teams had several opportunities to work with an outside consultant to build capacity for this new initiative.
- Early Release Day Committee's first year together as a collaborative team to determine direction and plan for the early release day teacher professional development opportunities.
- The International Exchange Program continues to grow with student exchanges to China and France.
- Tiered Instruction is well underway in all of our elementary schools offering targeted support for all learners through differentiation intervention strategies.
- Developed Artist – in – Residence programs throughout the district including Civil War Arts with Two Fiddles, Shakespeare & Company, Rhett Price Master Class for orchestra students 3 – 12, and Josh Green Master Class for AHS Chorus and Band students.

Extracurricular Activities and Athletics

- Andover High School offers over 40 clubs and co-curricular activities such as Mock Trial, Project Teamwork, Students Against Destructive Behavior, Drama Guild, and Show Choir. An active National Honor Society provides after school tutoring and organizes an annual scholarship benefit.
- Art, music, and drama students continue to distinguish themselves. Andover students won 10 Gold Key, 15 Silver Key, and 21 Honorable Mentions *Boston Globe* Awards in the visual arts; MA Drama Guild One-Act Festival ensemble and individual awards at the New England One-Act Festival, one AHS student had her art work selected as part of the 6th Congressional District High School Art Awards and 6 AHS students' work was chosen to participate in the Greater Lawrence Educational Visual Art Awards.
- Sixty-five percent (65%) of AHS students participate in the athletic program, which offers thirty-three (33) sports. Sixteen hundred (1600) roster spots were filled by student-athletes who took advantage of the opportunities for learning through the athletic program during the school year. Andover had an outstanding 2013-14 athletic season to date. The following teams earned Division I State Championships: Girls Swimming and Diving and Boys' Gymnastics. The following teams earned Merrimack Valley Conference Championships in

2013: Football, Girls' Swimming and Diving, Boys' Swimming, Girls' Volleyball, Girls' Lacrosse, Girls' Outdoor Track and Girls' Tennis. Overall, the athletic teams won two state titles and seven Merrimack Valley Conference titles out of the 33 AHS varsity sports.

Personnel

- Andover Public Schools bid farewell to APS faculty who retired from dedicated service in June 2013: Mary Kierstead (AHS), Jane Sontag (AHS), Virginia Champagne (Sanborn & Shawsheen), Ann Wilde (AHS), Lori Bellingreri (WMS), Nancy Daigle (West Elementary), Donna Sunderland (Wood Hill Middle School), Elizabeth Wish (High Plain), Virginia Rossini (West Middle School), Susan Schane (West Elementary), as well as APS support staff who retired: Maureen Morrison (Athletics), Charles Croteau (Sanborn), Mary Baroni (West Elementary), Barbara Monroe (West Elementary), Barbara Smith, Georgine DiOrio (Food Services), and Kathy Gilmore, (Business Office).
- Andover Public Schools welcomed thirty-six teachers who were hired for vacancies due to retirements, relocation, non-renewals, and new positions. Ms. Tracy Crowley, Assistant Principal, Doherty Middle School, Angelique DeCoste, K-5 Special Education Program Head; Ms. Adrienne Boch, Social Studies Program Advisor, Ms. Beth Delforge, Fine Arts Program Advisor, and Mr. Kristopher Oldoni, Gr. 6-8 Special Education Program Head.

Professional Development

- Conducted training for all APS evaluators and AEA Officers/Bargaining Team on the New Educator Evaluation Framework which was implemented in September 2013. The new Massachusetts Educator Evaluation Framework places student learning at the center of the supervision and evaluation process and provides an opportunity to advance leadership and learning throughout school systems. Teachers21 provided the training to prepare Andover evaluators and school-based implementation teams with skills and knowledge around the new framework. The 24 hour training program focused on three key areas: (1) understanding major aspects of the new supervision and evaluation framework, (2) establishing a culture of continuous self-improvement, and (3) evaluating student learning.
- Continued training program for special education teachers and a subject area teachers on the essential components of co-teaching, literacy, and autism.
- Continued partnership with Merrimack College with the institution of the Fellowship Program, an initiative that places graduate students in one-year teaching internships in the schools.
- First ever Tech Conference was held on the first day of school where over 600 educators engaged in using technology as an instructional tool through a variety of topics.
- The continuation of a collaborative model for the development of a strong early release day program for the district. Teachers participated in
 - o technology fair
 - o school based teacher evaluation sessions
 - o team based planning sessions for middle school project based learning

- o grade level discussions about tiered instruction
- o grade level discussions about writing
- o leveled presentations about student anxiety
- The district arranged for an equally robust early release day professional development program for all Instructional Aides in the district focusing on:
 - o Inclusion
 - o Special Education: Law and Ethics
 - o Behavior Management Strategies
 - o Technology in the Classroom
 - o Transition Planning
- Administrators, along with representatives from the Andover School Committee and Andover Educators Association attended the Edleaders 21 Conference.
- Strategic professional development for district administrators and middle school teachers in Project Based Learning with the Buck Institute from California.
- Continued partnership with Merrimack College with the institution of the Fellowship Program, an initiative that places, graduates students in one year teaching internships in the schools.

Community Service

- Students at each school support local, national, and international charities and participated in a variety of community services activities. Examples include, but are not limited to:
 - o Clothing, Winter Clothing/Mittens, Blanket Drives – Anton Cleaners, Project Home Again, Nike Reuse-a-Shoe Organization
 - o Food Drives and Donations – Lazarus House Food Pantry, Bread and Roses of Lawrence, Turkeys4America Project, King Arthur Flour
 - o Book Drives – PALS Program, Leahy School in Lawrence
 - o Walk – a – thons and Donations – One Fund of Boston, Dress for Sox-Cess Day (Dana Faber Cancer Institute)
- West Middle School grade six students meet weekly with senior citizens in their new service program, ‘Community Connects’. Students and elders share past and present learning experiences and highlight the differences and similarities between the generations.
- All schools participated in the Andover Coalition for Education Scarecrow Festival by creating scarecrows that best represent their school’s educational initiatives toward the 4 Cs.
- The Buddy-Up program, a collaborative effort between Wood Hill Middle School and High Plain Elementary School that partners younger students with older bilingual students for support, work, and play.

Human Resources

- Continued to explore ways to replace high cost services with less traditional, but equally effective tools. For example, recruitment advertising through newspapers, particularly the Boston Globe, is expensive and while it cannot be eliminated altogether, there have been substantial efforts made to develop alternative ways to develop applicant pools. Our emphasis has shifted substantially to recruiting through professional list-serves, targeted recruitment fairs such as the Merrimack Valley School Educator's Consortium Teacher Recruitment Fair (held this year at Merrimack College), and the Massachusetts Partnership for Diversity in Education Recruitment Fair.

Plant and Facilities

- Recognition to the Plant and Facilities Team – Deputy Director Edwin Ataide and the entire P & F Team for the completion of CIP projects that contribute to the overall safety and welfare of our students and staff.

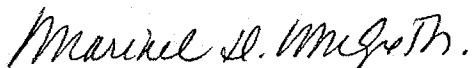
Closing

No report of this kind would be complete without taking the opportunity to thank the many people who have been so thoroughly supportive of our schools this past year. On behalf of the students, faculty, leadership team, and School Committee, I thank the PACs and PTOs, the Andover Coalition for Education (ACE), the Andover Fund for Education (AFE), the Andover Rotary Club, the Andover Service Club, the athletic and extracurricular booster clubs, the Andona Society, and the many generous parents and residents who have given of their time and money to support our schools.

I am also grateful to our faculty, staff, principals, assistant principals, and the District Leadership Team for their devotion to the children and youth of Andover. Finally, we are most appreciative to the townspeople of Andover, the Andover Board of Selectmen and Finance Committee who have seen us through difficult times and who continue to support our efforts to make the Andover Public Schools the very best they can be. Thank you!

In closing, our initiatives continue to advance the coherence and quality of our educational program. There are many goals yet to realize. Our professional staff must have the resources if we are to continue to be competitive with similar school districts in maintaining, developing, and sustaining a high quality educational program for all of our students in the Andover Public Schools.

Respectfully submitted,



Superintendent of Schools

GREATER LAWRENCE TECHNICAL SCHOOL

The Greater Lawrence Technical School is a regional vocational secondary institution with a campus in West Andover encompassing twenty-six acres. The school educates students from Andover, Lawrence, Methuen and North Andover and, in addition, accepts qualified students from other communities through the School Choice Program. There are currently fifteen underclassmen from Andover attending the school and seventeen employees of Greater Lawrence Tech reside in Andover.

GLTS is accredited by the New England Association of Schools and Colleges. The school completed its last evaluation with NEASC within the past three years. The school further completed a successful program review of the district by the Massachusetts Department of Education in the year that followed. In 2013, more students were successful after graduation than ever before by either continuing their education at a two or four year school or by taking a responsible position of employment in their trade area in the local workforce and thus contributing to the local economy. Of further positive note, as a school and as a district, Greater Lawrence Technical School improved its state ranking by five percentile points in this year's ratings of all high schools in the Commonwealth of Massachusetts.

Greater Lawrence Technical School continues to adapt the career areas to meet the ever-changing needs of the twenty-first century labor market. The eighteen career opportunities offered to students through a three-academy model include: Automotive Collision Repair & Refinishing, Automotive Technology, Barbering, Biotechnology, Business Technology, Carpentry, Cosmetology, Culinary Arts, Dental Assisting, Electricity, Electronic/Pre-Engineering, Graphic Communications, Health Careers, HVAC/Refrigeration, Information Technology, Marketing, Metal Fabrication & Joining Technologies and Plumbing. The school has been one of the pioneers in the state regarding a successful academy model.

GLTS prepares students for lifetime employment through nationally and state recognized licensure and certification programs including: Board of Cosmetology, NATEF, ASE, Refrigerant Recovery and Recycling License, SP2, Mass I/M Certification and License, American Culinary Federation Accreditation, ServSafe™, State Board of Electricians, OSHA Safety Certification, CPR, First Aid, CNA, EKG Technician, Home Health Aide, NCCAP, Paid Feeders Program, A+, Hilti Certification, State Board of Plumbing, Water Pex & Trac Piping Certification and Gastite Certification. The Cooperative Education component of Greater Lawrence Technical School allows students to use their knowledge and skills at worksites in the Merrimack Valley which include many employers in Andover.

While the school continues to be a community of learners dedicated to service and excellence, Greater Lawrence Technical School maintains its mantra of "Demand More, Expect More, Achieve More". This has been reflected in the improvement in MCAS scores, the phenomenal success of the athletic teams and the continued medal winning prowess of both DECA and SKILLS/USA on the State and National level.

Residents of Andover have benefitted from many of the consumer friendly services offered to the public through our technical programs. At Greater Lawrence Technical School, residents have had their cars repaired, received a haircut or manicure, enjoyed lunch in one of the school's two restaurants, had brochures printed or enjoyed countless other services which have made life easier for townspeople each day. In addition, the residents of Andover continue to use the school facility by way of enrollment in classes offered through the Town's Community and Youth Services programs and athletic venues for both youth and varsity sports teams which include the swimming pool, gymnasiums and fields. Greater Lawrence Technical School continues to be the site for most Andover teens receiving their Lifeguarding and Water Safety certifications. More than sixty Andover groups and individuals have utilized the rental option created by The District Committee.

Greater Lawrence Technical School has offered Adult Education to the Greater Lawrence community since the program's inception in September 2009. Classes are offered in Business, Computer Applications, Cooking, Health and Fitness, Health and Safety, Health Occupations, Hobbies and Crafts, Languages, Trade and Technical and GED. In 2013, over 50 classes were offered. The school partners with Gould Construction Institute in offering professional development for Electrical, Plumbing, Pipefitting, Carpentry, Sprinkler Fitting, HVAC and Sheet Metal areas. GLTS also partners with Northern Essex Community College in offering a CNC Machine Operators certification and has partnered with Andover's Community Services to offer cooking classes to the community at the school.

GLTS enjoys a close working relationship with the Andover Police Department. Since the 2007-2008 School Year, an Andover patrolman has been employed by the District as a School Resource Officer. The officer's presence during the school day and at after-school and sporting events, has had a positive impact on the entire school community.

The Greater Lawrence Technical School District Committee is made up of seven members from the four sending communities of Andover, Lawrence, Methuen and North Andover. In addition to representation on the District Committee, Andover is also represented by a resident on both the school's Advisory Board and The School Council. District Committee representation is determined by the number of students attending from that community. A listing of the Committee members and the city/town they represent can be found in this document's Directory of Committees and Boards.

ANDOVER COMMISSION ON DISABILITY

The mission of the Andover Commission on Disability is to address Andover's needs for the Town, its residents, visitors, friends, employers and families relative to disability. The Commission is an advisory board appointed by the Board of Selectmen to advocate on disability-related issues. The majority of the Commission members must be disabled or directly related to disability. Included in the Commission's goals are enhancing the participation of people with disabilities in Town activities, research into the needs and problems of residents with disabilities, the provision of information, referral and technical assistance to individuals and organizations in matters pertaining to disability, the monitoring of local, regional, State and Federal programs for disabled residents and the support of training related to disability to people who reside or work in the Town of Andover.

Appointed by the Board of Selectmen, the nine-members on the Commission on Disability work closely with Town departments, local agencies and service organizations to address Andover's disability needs. Trained in the policies of the Americans with Disabilities Act, the Commission's goal is the full integration and participation of people with disabilities in the town. Whether it is the monitoring of new or remodeled construction or the review of architectural plans submitted to the Massachusetts Architectural Board, the Commission takes an active role in advocating for safe and accessible housing according to the mandated specifications of the ADA code. This has included all municipal buildings, schools, playgrounds, parking lots and presently, the progress on the construction of the new Bancroft Elementary School.

Various studies were conducted with the key concept of "access" such as a survey of outdoor eating facilities, the thresholds of businesses on Main Street, handicap parking and responding to resident's complaints about the accessibility of sidewalks, curbs cuts and streets. Advocacy issues are referred to the Department of Public Works Highway Division and Plant and Facilities Department with prompt results obtained. There have also been studies of privately-owned and rented properties with detailed reports to the owners and renters of changes that would be indicated in order to be considered handicap accessible. The concept of "basic access" is further disseminated through a handout distributed to developers by the Planning Division regarding public access information that advocates zero-step entrances with ample passage for electric wheelchairs, walkers, child strollers.

Access further includes programs and the Commission has taken an active role with the Fire Rescue's Lock Box Program, Project Rescue with the Police Department, New Kids on the Block with the School Department, Emergency Preparedness with a focus on the disabled and several child-focused programs providing access to social interactions not previously available to intellectually challenged individuals. A website, e-mail address and phone line are maintained for information and referral purposes and to receive input on the work of the Commission.

In its advisory capacity, the Commission on Disability advocates for the inclusivity of all Town residents with equal access to Town facilities, programs and experiences.

PRESERVATION COMMISSION

The Andover Preservation Commission endeavors to fulfill its mission to advise the Town concerning the preservation of its historic and archeological resources.

The Preservation Commission reviews projects in the following categories: Formal review of plans (note – formal review or review not required), Demolition Delay (Section 33 of the Andover Code of Bylaws) and Dimensional Special Permit/Historic Preservation (Section 7.9 of the Andover Code of Bylaws). Results of the last three years of reviews are as follows:

	<u>2011</u>	<u>2012</u>	<u>2013</u>
Review of Plans	21	37	20
No Formal Review	5	19	11
Demolition Delay Bylaw	3	5	5
Dimensional Special Permit- Historic Preservation	3	3	3

REVIEW OF PLANS

Twenty applications were submitted to be reviewed for historic design compatibility. Eleven of those applications required no formal review.

DEMOLITION DELAY BYLAW (SECTION 33)

The Commission heard demolition requests for seven properties. Five structures were deemed historically significant – one historically significant building was razed, three buildings are in the demolition delay period and one building was moved.

DIMENSIONAL SPECIAL PERMIT/HISTORIC PRESERVATION (SECTION 7.9)

One request was reviewed and approved by the Zoning Board of Appeals. One project was completed and one is in process of completion with a Preservation Restrictions approved.

BALLARDVALE LOCAL HISTORIC DISTRICT

Commission members Leo Greene and Joanna Reck serve as the Commission's representatives. The Commission and the Ballardvale Historic District Committee work cooperatively on issues of mutual interest.

DESIGN REVIEW BOARD

Commission member Craig Gibson serves as the Commission's representative. The Commission remains vitally interested in the historic buildings and character of the downtown and Main Street corridor to Rte. 495.

WEST PARISH GARDEN CEMETERY COMMITTEE

Commission member Jim Batchelder serves as the Commission's representative. See www.westparishgardencemetery.org for more information.

PRESERVATION AWARDS

The Annual Andover Preservation Awards Ceremony was held on May 29, 2013. Ten outstanding properties of historic preservation were recognized as well as one individual for craftsmanship.

PROJECTS OF NOTE

- Historic Building Survey Project – www.mhl.org/historicpreservation/
The historic preservation website is a digitized version of the general survey of Andover's historic buildings from the late 17th century through the early 20th century. The website, hosted by Memorial Hall Library, allows researchers and Town departments internet access to this information as well as maps of the Town's historic districts, information on house renovation and links to other resources. As a work in progress, it will be modified as new information becomes available. Phase 2 of this project will broaden the survey to include appropriate 20th century buildings.
- Preservation Restrictions
The Commission continues to develop goals and pursue opportunities to better preserve Andover's historic resources. Preservation Restrictions are an approval requirement of the Dimensional Special Permit for Historic Preservation. The Commission encourages individual homeowners to consider Preservation Restrictions or easements for the protection of their historic properties.
- Historic Restoration/Rehabilitation Information
Acting in its advisory capacity, the Commission is developing and offering educational materials to the public. These resources help individual building owners understand the meaning of historic preservation, instructs them on the selection of appropriate materials and directs them to appropriate alternatives when cost is an issue. As always, the Commission will advise building owners on their historic preservation projects. All new information will be available on the website.

ANDOVER HOUSING AUTHORITY

The Andover Housing Authority was organized in June 1948. Monthly meetings are held on the third Thursday of every month at the Stowe Court Community Room located at 100 Morton Street, except during the months of January, May and October when meetings are held at the Frye Circle Community Room at 256 North Main Street. Board Members and Executive Director are as follows:

James Cuticchia – Chairman	Calvin Deyermund – Vice Chairman
Francis O'Connor – Treasurer	Daniel T. Grams – Assistant Treasurer
Janice Burkholder – Member	Christine Poschen-Metzemaekers – Ex. Director

The Andover Housing Authority has 33 buildings of State-aided housing for senior/disabled people comprised of 218 units on six different sites – Chestnut Court, Grandview Terrace, Frye Circle and Stowe Court. There are 56 units of family housing located on Memorial Circle. In addition, the AHA owns one house under the Mass. Chapter 689 Program for developmentally disabled adults and administers three Alternative Housing Vouchers under the Massachusetts Leased Housing Program (AHVP) for a total of 285 State units.

State-funded Programs – Income Limits are as follows:

1 person – \$45,500	3 people – \$58,500	5 people – \$70,200	7 people – \$80,600
2 people – \$52,000	4 people – \$65,000	6 people – \$75,470	8 people – \$85,800

Apartment Turnover

Senior/Disabled Program – 20 Units or 9%	Average Rent: \$301 (including utilities)
Family Program – 5 units or 9%	Average Rent: \$376 (including utilities)

(includes transfers to larger or smaller units and reasonable accommodation moves)

Capital Improvements Grants

- \$332,090 additional Formula Funding awarded by DHCD to be used in conjunction with approved CIP for:
 - ~ Frye Circle – Apartment window replacement – in process – \$394,350
 - ~ Chestnut Court & 94 Morton Street – Roof replacement – \$35,966
 - ~ Tree trimming – all areas; Chestnut Court building doorway, threshold and handrail replacement – \$23,395
 - ~ Frye Circle – Water main work – \$6,550

State-funded Grant – New Horizons for Youth Program

An after school homework program for Memorial Circle children funded through the Andover Police Department.

Federally-funded Programs

The AHA administers 127 Vouchers under the Section 8 Housing Choice Voucher Program through HUD. Section 8 Income Limits are as follows:

1 person – \$31,350	3 people – \$40,300	5 people – \$48,350	7 people – \$55,500
2 people – \$35,800	4 people – \$44,750	6 people – \$51,950	8 people – \$59,100

MARGARET G. TOWLE FUND

Under the terms of her will, the late Margaret G. Towle, long-time resident of Andover, bequeathed the residue of her estate to the Town of Andover, to be held and administered by it as a permanent trust fund. This trust is now known as the Margaret G. Towle Fund. Mrs. Towle stipulated in her will that the income from this fund "be devoted to the assistance of the procurement of assistance for worthy persons residing in the Town of Andover who may be in need of aid, comfort or support on account of old age, disability or unemployment."

The Fund is administered by a group of three Trustees, chosen by the Town Manager with the approval of the Board of Selectmen, which has disbursed the income from the Fund in accordance with the terms of Mrs. Towle's will. The cases are referred to the Trustees by private charitable groups and organizations, the Clergy and interested individuals.

During 2013, the Trustees acted on eighteen cases, disbursing \$16,920.85. Only the income of the Fund is available. The principal of \$345,825.50 and a substantial portion of the current income are invested under the direction of the Trustees. All disbursements are made by the Town Treasurer upon vouchers approved by the Trustees.

Balance of Income as of Dec. 31, 2012	\$93,530.94
Receipts – 2013	<u>10,816.91</u>
	\$104,357.85
Disbursements – 2013	<u>16,920.85</u>
Balance of Income as of Dec. 31, 2013	\$ 87,427.00

JOHN CORNELL FUEL ASSISTANCE FUND

The John Cornell Fuel Assistance Fund was established by Article 17 of the 1893 Annual Town Meeting. Five thousand dollars was left to the Town to be used for the needy and poor to purchase wood or coal. In 1995 the trust documents were modified by the Probate Court of Massachusetts to permit the use of all types of fuel for heating, cooking or electrical purposes. Three Trustees, with staggered terms approved by vote at the Annual Town Meeting, administer the funds. The Trustees approved three applications during the year.

Balance on hand 6/30/12	\$57,227.03
Income – FY-2013	1,658.31
Donations – FY-2013	557.64
Expenditures – FY-2013	<u>1,100.00</u>
Balance as of 6/30/13	\$58,342.98

TOWN OF ANDOVER, MASSACHUSETTS
BALANCE SHEET
June 30, 2013

	GENERAL FUND	ENTERPRISE		CAPITAL PROJECT	SPECIAL REVENUE	INTERNAL SERVICE FD	EXPENDABLE TRUST	LT DEBT	GRAND TOTAL
		WATER	SEWER						
ASSETS									
Cash and Equivalents	13,408,545.26	3,170,140.68	2,407,048.20	15,781,214.44	7,872,121.75	1,450,235.31	11,637,516.25		55,726,821.89
Property Taxes					0.00				
Personal Property	80,215.33				0.00				80,215.33
Real Estate	1,860,428.57				0.00				1,860,428.57
Motor Vehicle Excise	1,026,874.57				0.00				1,026,874.57
User Fees	0.00	933,554.95	846,426.51		0.00				1,779,981.46
Special Assessments	19,541.92		10,070,461.11		0.00				10,090,003.03
Tax Liens	1,634,203.02	17,339.66	7,431.32		0.00				1,658,974.00
Deferred Tax	223,742.28		20,354.65		0.00				244,096.93
Tax Foreclosure	250,160.38				0.00				250,160.38
Due from other Governments	0.00				1,016,183.00				1,016,183.00
Other Receivables	496,192.59				109,609.25				605,801.84
Total Cash & Receivables	18,999,903.92	4,121,035.29	13,351,721.79	15,781,214.44	8,997,914.00	1,450,235.31	11,637,516.25	0.00	74,339,541.00
Other Assets									
Amounts to be Provided for:									0.00
Long Term Debt	0.00				0.00			97,298,198.00	97,298,198.00
Total Assets	18,999,903.92	4,121,035.29	13,351,721.79	15,781,214.44	8,997,914.00	1,450,235.31	11,637,516.25	97,298,198.00	171,637,739.00
LIABILITIES AND RESERVES									
Warrants Payable	1,067,521.84	52,501.18	3,928.07	139,476.90	108,046.07	9,800.50			1,381,274.56
Accrued Payroll	3,760,064.06				77,687.06				3,837,751.12
Property Taxes Paid in Advance	0.00				0.00				0.00
Liabilities Due Depositors	174,269.65		9,437.76		0.00				183,707.41
Accrued Payroll Withholdings	0.00				0.00				0.00
Reserve for Abatements	1,588,747.68				0.00				1,588,747.68
Deferred Revenue	3,999,554.02	950,894.61	10,944,673.59		109,609.25				16,004,731.47
Bond Anticipation Notes Payable	0.00			317,262.90	0.00				317,262.90
Repayment of Long Term Debt	0.00				0.00			97,298,198.00	97,298,198.00
Total Liabilities	10,590,157.25	1,003,395.79	10,958,039.42	456,739.80	295,342.38	9,800.50	0.00	97,298,198.00	120,611,673.14
Fund Balances									
Unreserved	6,035,414.63	3,080,948.75	2,390,273.37	2,039,060.50	7,527,296.16	1,440,434.81	11,637,516.25	0.00	34,150,944.47
Reserved for:					0.00				0.00
Continued Appropriations	100,733.55				0.00				100,733.55
Encumbrances	1,181,370.63	36,690.75	3,409.00	13,285,414.14	600,500.46				15,107,384.98
FB Reserve for Expenditures	0.00				574,775.00				574,775.00
Reserve for Debt Service - Premium Amc	1,092,227.86				0.00				1,092,227.86
FB Designated for Snow Overdraft	0.00				0.00				0.00
FB Designated	0.00				0.00				0.00
Total Fund Balances	8,409,746.67	3,117,639.50	2,393,682.37	15,324,474.64	8,702,571.62	1,440,434.81	11,637,516.25	0.00	51,026,065.86
Total Liab. & Fund Balance	18,999,903.92	4,121,035.29	13,351,721.79	15,781,214.44	8,997,914.00	1,450,235.31	11,637,516.25	97,298,198.00	171,637,739.00

TOWN OF ANDOVER, MASSACHUSETTS
COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
ALL GOVERNMENTAL FUND TYPES AND EXPENDABLE TRUST FUNDS
FOR THE FISCAL YEAR ENDING 6/30/2013

	General Fund	Water Enterprise	Sewer Enterprise	Proprietary Fund Type Capital Projects	Special Revenue	Internal Service	Fund Type Expendable Trust	Total (Memorandum Only)
Revenues:								
Motor Vehicle Excise	4,745,068.23							4,745,068.23
Meals Taxes	547,236.00							547,236.00
Hotel/Motel Taxes	1,526,835.00							1,526,835.00
Penalties and Interest on Taxes and Excises	297,431.50							297,431.50
Payments in Lieu of Taxes	171,319.26							171,319.26
Fees	34,259.15							34,259.15
Charges for Services - Water	0.00	7,175,797.79						7,175,797.79
Charges for Services - Sewer	0.00		5,569,902.15					5,569,902.15
Departmental Revenue - School	268,620.58							268,620.58
Departmental Revenue - Library	12,064.36							12,064.36
Other Departmental Revenue	392,691.23							392,691.23
Non Recurring - Bond Premiums	1,657,247.71							1,657,247.71
Utility Liens	0.00							0.00
Licenses and Permits	2,330,459.40							2,330,459.40
Special Assessments	3,545.57							3,545.57
Fines and Forfeits	433,790.00							433,790.00
Investment Income	88,417.57					194,466.70	372,744.27	655,628.54
Other	0.00							0.00
Intergovernmental	11,296,315.00							11,296,315.00
Real/Personal Property Taxes	110,221,667.71							110,221,667.71
Tax Titles	88,354.86							88,354.86
Offset	0.00							0.00
DCS	497,998.20							497,998.20
Elder Services	121,804.56							121,804.56
Rentals	65,134.43							65,134.43
Off Duty Admin Fee	0.00							0.00
Cemetery Internment Fees	58,099.00							58,099.00
Ambulance Fees	1,396,743.65							1,396,743.65
Trust Fund and other	0.00				16,681,671.53	4,507,303.18	36,630.24	21,225,604.95
	136,255,102.97	7,175,797.79	5,569,902.15	0.00	16,681,671.53	4,701,769.88	409,374.51	169,266,783.83
	(135,162,875.00)							
Expenditures								
General Government	7,011,542.39			22,199,612.56	4,687,857.67	18,340,247.67		52,239,260.29
Community Service	1,614,833.23							1,614,833.23
Municipal Maintenance	4,522,556.52							4,522,556.52
Public Safety	14,479,482.82							14,479,482.82
Water Enterprises	0.00	3,986,928.98						3,986,928.98
Sewer Enterprise	0.00		2,209,175.23					2,209,175.23
Public Works	5,968,928.79							5,968,928.79
Library	2,466,793.15							2,466,793.15
School	66,035,319.88				10,075,652.09			76,110,971.97
GLRVTHS	399,331.00							399,331.00
Insurance	655,715.00							655,715.00
Health Insurance	0.00							0.00
Debt Service	11,468,119.60							11,468,119.60
Unemployment Comp	0.00							0.00
Retirement	5,317,870.00							5,317,870.00
State and County Assessments	2,468,820.00							2,468,820.00
OPEB Trust Fund Appropriation	0.00							0.00
Trust Fund	0.00						17,193.08	17,193.08
	122,409,312.38	3,986,928.98	2,209,175.23	22,199,612.56	14,763,509.76	18,340,247.67	17,193.08	183,925,979.66
Other Financing Sources (Uses)								
Long Term Bond Issuance	0.00			22,055,000.00				22,055,000.00
Tax cash to Capital Projects	(2,020,000.00)			2,020,000.00				0.00
MSBA Proceeds	0.00			5,273,236.00				5,273,236.00
Art 08, 2013 Transfer to Stabilization Fund	(2,232,000.00)						2,232,000.00	0.00
Transfer to OPEB Trust Fund	(300,000.00)						300,000.00	0.00
Art 13, 2013 DPW Vehicles	(150,000.00)			150,000.00				0.00
Art 25, 2013 Fire Rescue Ambulance	(245,000.00)			245,000.00				0.00
Art 32, 2013 AHS Tennis Courts	(400,000.00)			400,000.00				0.00
Art 35, 2013 School Space Needs	(130,000.00)			130,000.00				0.00
Art 38, 2013 Transfers From Cable Account	0.00			218,300.00	(218,300.00)			0.00
Art 40, 2013 Transfers from Perpetual Cares	0.00			6,000.00			(6,000.00)	0.00
Art 44, 2013 Transfers from Water/Sewer Reserves	0.00	(25,000.00)	(25,000.00)	50,000.00				0.00
Art 45, 2013 Transfers from Water Enterprise	0.00	(195,000.00)		195,000.00				0.00
Art 39, 2013 Off Street Parking Fund	0.00			60,000.00	(60,000.00)			0.00
Deposits to Health Insurance Fund	(13,790,500.00)					13,790,500.00		0.00
Deposits to Health Insurance Fund	0.00							0.00
Deposits to Unemployment Trust	(121,000.00)					121,000.00		0.00
Deposits to Workers Comp Trust Fund	(61,898.00)					61,898.00		0.00
Bond Premiums	0.00							0.00
Water Enterprise Indirect	2,284,404.00	(2,284,404.00)						0.00
Sewer Enterprise Indirect	3,093,049.00		(3,093,049.00)					0.00
Compensation Fund	(72,500.00)	55,000.00	17,500.00					0.00
Wetland Filing Fees	35,000.00				(35,000.00)			0.00
Cemetery Perpetual Cares	24,000.00						(24,000.00)	0.00
	(14,086,445.00)	(2,449,404.00)	(3,100,549.00)	30,802,536.00	(313,300.00)	13,973,398.00	2,502,000.00	27,328,236.00
Excess (Deficiency) of Revenues over (Under) expenditures and other Financing Sources (Uses)	(240,654.41)	739,464.81	260,177.92	8,602,923.44	1,604,861.77	334,920.21	2,894,181.43	14,195,875.17
Fund Balance July 1, 2012	8,650,401.34	2,378,174.69	2,133,504.45	6,721,551.20	7,097,709.85	1,115,315.10	8,733,534.24	36,830,190.87
Fund Balance June 30, 2013	8,409,746.93	3,117,639.50	2,393,682.37	15,324,474.64	8,702,571.62	1,450,235.31	11,627,715.67	51,026,066.04

TOWN OF ANDOVER, MASSACHUSETTS
RECAP OF GENERAL FUND - BUDGET- FUND LEVEL
FISCAL YEAR ENDED 06/30/2013

	RES FOR ENCUM	APPROP (ORIGINAL)	OFFSET RECEIPTS	RESERVE FUND	COMP FUND	OTHER ACCOUNTS	OTHER (STM)	OTHER	TOTAL AVAILABLE	EXPENDED	RES FOR ENCUM	TRANS TO UNRE FD BL
GENERAL GOVERNMENT												
Personal Services	65,000.00	5,226,908.00	0.00	0.00	170,000.00	0.00	0.00	0.00	5,461,908.00	5,126,916.34	57,501.77	277,489.89
Other Expenses	48,841.43	1,625,751.00	0.00	69,860.00	0.00	24,000.00	0.00	157,000.00	1,925,452.43	1,868,625.91	51,961.50	4,865.02
	113,841.43	6,852,659.00	0.00	69,860.00	170,000.00	24,000.00	0.00	157,000.00	7,387,360.43	6,995,542.25	109,463.27	282,354.91
COMMUNITY SERVICES												
Personal Services	0.00	671,365.00	536,000.00	0.00	40,100.00	0.00	0.00	0.00	1,247,465.00	1,196,613.07	0.00	50,851.93
Other Expenses	7,244.92	323,485.00	116,000.00	0.00	0.00	0.00	0.00	0.00	446,729.92	407,190.36	10,766.04	28,773.52
	7,244.92	994,850.00	652,000.00	0.00	40,100.00	0.00	0.00	0.00	1,694,194.92	1,603,803.43	10,766.04	79,625.45
MUNICIPAL MAINTENANCE												
Personal Services	15,000.00	2,955,764.00	110,475.00	0.00	70,500.00	0.00	0.00	0.00	3,151,739.00	3,142,478.08	0.00	9,260.92
Other Expenses	52,951.66	1,404,275.00	0.00	0.00	0.00	0.00	0.00	0.00	1,457,226.66	1,380,078.44	38,614.66	38,533.56
	67,951.66	4,360,039.00	110,475.00	0.00	70,500.00	0.00	0.00	0.00	4,608,965.66	4,522,556.52	38,614.66	47,794.48
PUBLIC SAFETY												
Personal Services	11,000.00	12,023,753.00	1,095,000.00	0.00	266,900.00	35,000.00	0.00	0.00	13,431,653.00	13,179,356.02	154,386.34	97,910.64
Other Expenses	140,768.45	1,395,994.00	0.00	50,000.00	0.00	0.00	0.00	0.00	1,586,762.45	1,300,126.80	38,656.49	247,979.16
	151,768.45	13,419,747.00	1,095,000.00	50,000.00	266,900.00	35,000.00	0.00	0.00	15,018,415.45	14,479,482.82	193,042.83	345,889.80
DEPARTMENT OF PUBLIC WORKS												
Personal Services	10,000.00	1,647,787.00	0.00	0.00	0.00	0.00	0.00	44,620.73	1,702,407.73	1,672,612.12	0.00	29,795.61
Other Expenses	643,902.35	3,799,438.00	0.00	0.00	0.00	0.00	0.00	209,946.49	4,653,286.84	4,296,316.67	97,708.52	259,261.65
	653,902.35	5,447,225.00	0.00	0.00	0.00	0.00	0.00	254,567.22	6,355,694.57	5,968,928.79	97,708.52	289,057.26
LIBRARY												
Personal Services	30,000.00	1,828,689.00	0.00	0.00	35,000.00	0.00	0.00	0.00	1,893,689.00	1,880,660.04	13,021.48	7.48
Other Expenses	200.00	603,900.00	0.00	0.00	0.00	0.00	0.00	0.00	604,100.00	586,133.11	0.00	17,966.89
	30,200.00	2,432,589.00	0.00	0.00	35,000.00	0.00	0.00	0.00	2,497,789.00	2,466,793.15	13,021.48	17,974.37
SCHOOL												
Personal Services	474,534.00	52,522,838.00	0.00	0.00	0.00	0.00	0.00	(63,317.50)	52,934,054.50	52,934,054.50	0.00	0.00
Other Expenses	542,679.55	13,341,561.00	0.00	0.00	0.00	0.00	0.00	63,317.50	13,947,558.05	13,099,867.87	718,754.03	128,936.15
	1,017,213.55	65,864,399.00	0.00	0.00	0.00	0.00	0.00	0.00	66,881,612.55	66,033,922.37	718,754.03	128,936.15
UNCLASSIFIED												
Compensation Fund	135,000.00	500,000.00	0.00	0.00	(635,000.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Reserve Fund	0.00	200,000.00	0.00	(119,860.00)	0.00	0.00	0.00	0.00	80,140.00	0.00	0.00	80,140.00
	135,000.00	700,000.00	0.00	(119,860.00)	(635,000.00)	0.00	0.00	0.00	80,140.00	0.00	0.00	80,140.00
FIXED EXPENSES												
GLRVTHS	0.00	455,616.00	0.00	0.00	0.00	0.00	0.00	(56,000.00)	399,616.00	399,331.00	0.00	285.00
Debt Service	0.00	11,585,101.00	0.00	0.00	0.00	0.00	0.00	0.00	11,585,101.00	11,468,119.60	0.00	116,981.40
Stabilization	0.00	0.00	0.00	0.00	0.00	0.00	0.00	21,000.00	0.00	0.00	0.00	0.00
Insurance	0.00	661,613.00	0.00	0.00	0.00	0.00	0.00	56,000.00	717,613.00	717,613.00	0.00	0.00
OPEB	0.00	300,000.00	0.00	0.00	0.00	0.00	0.00	0.00	300,000.00	300,000.00	0.00	0.00
Health Insurance Fund	0.00	13,790,500.00	0.00	0.00	0.00	0.00	0.00	0.00	13,790,500.00	13,790,500.00	0.00	0.00
Unemployment Comp	0.00	100,000.00	0.00	0.00	0.00	0.00	0.00	21,000.00	121,000.00	121,000.00	0.00	0.00
Retirement	0.00	5,496,244.00	0.00	0.00	0.00	0.00	0.00	(178,000.00)	5,318,244.00	5,317,870.00	0.00	374.00
	0.00	32,389,074.00	0.00	0.00	0.00	0.00	0.00	(136,000.00)	32,232,074.00	32,114,433.60	0.00	117,640.40
	2,177,122.36	132,460,582.00	1,857,475.00	0.00	(52,500.00)	59,000.00	0.00	275,567.22	136,756,246.58	134,185,462.93	1,181,370.83	1,389,412.82
SEWER SYSTEM												
Personal Services	2,500.00	431,203.00	0.00	0.00	17,500.00	0.00	0.00	0.00	451,203.00	415,588.14	0.00	35,614.86
Other Expenses	103,824.00	2,097,315.00	0.00	0.00	0.00	27,390.00	0.00	25,100.00	2,253,529.00	1,818,587.09	3,409.00	431,532.91
	106,324.00	2,528,518.00	0.00	0.00	17,500.00	27,390.00	0.00	25,100.00	2,704,732.00	2,234,175.23	3,409.00	467,147.77
WATER DEPARTMENT												
Personal Services	27,944.29	1,496,505.00	0.00	0.00	55,000.00	0.00	0.00	(5,000.00)	1,574,449.29	1,659,122.04	0.00	(84,672.75)
Other Expenses	177,995.33	2,300,510.00	0.00	0.00	0.00	27,390.00	0.00	220,000.00	2,725,895.33	2,547,806.48	36,690.75	141,398.10
	205,939.62	3,797,015.00	0.00	0.00	55,000.00	27,390.00	0.00	215,000.00	4,300,344.62	4,206,928.52	36,690.75	56,725.35
TOTAL ENTERPRISE	312,263.62	6,325,533.00	0.00	0.00	72,500.00	54,780.00	0.00	240,100.00	7,005,076.62	6,441,103.75	40,099.75	523,873.12
GRAND TOTAL	2,489,385.98	138,786,115.00	1,857,475.00	0.00	20,000.00	113,780.00	0.00	515,667.22	143,761,323.20	140,626,566.68	1,221,470.58	1,913,285.94

**Town of Andover
General Fund Special Articles
June 30, 2013**

ARTICLE NUMBER	ARTICLE TITLE	CONTINUED APPROPRIATION	OTHER ACCOUNTS	APPROPRIATION	TRANS FROM OTHER	TOTAL AVAILABLE	EXPENDED	OFU	ENCUMB	CONTINUED APPROPRIATION
ANNUAL	UNPAID BILLS	0.00		1,397.51		1,397.51	1,397.51			0.00
ANNUAL	FIREWORKS FUND	0.00		12,000.00		12,000.00	12,000.00			0.00
ANNUAL	SUPPORT FOR CIVIC EVENTS	0.00		4,000.00		4,000.00	4,000.00			0.00
		0.00	0.00	17,397.51	0.00	17,397.51	17,397.51	0.00	0.00	0.00
ANNUAL	STABILIZATION FUND	0.00		2,232,000.00		2,232,000.00	2,232,000.00			0.00
		0.00	0.00	2,232,000.00	0.00	2,232,000.00	2,232,000.00	0.00	0.00	0.00
ART 56, 2013	PROPERTY VALUATION			80,000.00		80,000.00				80,000.00
		0.00	0.00	80,000.00	0.00	80,000.00	0.00	0.00	0.00	80,000.00
ART 57, 1995	WETLAND BYLAW	1,461.19				1,461.19				1,461.19
		1,461.19	0.00	0.00	0.00	1,461.19	0.00	0.00	0.00	1,461.19
ANNUAL	ELDERLY DISABLED TRANSPORT (T)	22,302.16		8,000.00		30,302.16	11,029.80			19,272.36
		22,302.16	0.00	8,000.00	0.00	30,302.16	11,029.80	0.00	0.00	19,272.36
TOTAL GENERAL FUND		23,763.35	0.00	2,337,397.51	0.00	2,361,160.86	2,260,427.31	0.00	0.00	100,733.55

Fiscal Year Ending June 30, 2013

DESCRIPTION	07/01/2012 Balance	ENCUMB	LTBOND PROCEEDS	OFU(S)	TOTAL AVAILABLE	TOTAL EXP	ENCUMB	06/30/2013 Balance
ART 44 96 MID SCH ROOF ROOF	65.42				65.42	65.42		0.00
ART 09 00 MIDDLE ELEM SCHOOL	6,344.56				6,344.56	6,344.56		0.00
ART 11 05 SCHOOL BUILDING REP/IMP	8,703.94	3,652.40			12,356.34	2,476.69		9,879.65
ART 17 06 SCHOOL ROOF REPLACEMENTS	9,304.00				9,304.00			9,304.00
ART 46 06 SCHOOL HVAC REPLACEMENTS	13.87				13.87	13.87		0.00
ART 9-1 07 BANCROFT/WEST EL	0.00				0.00			0.00
ART 15 07 SCHOOL ROOF REPLACE	1,320.00				1,320.00			1,320.00
ART 28 07 SCHOOL BUILDING MAINTENANCE	831.24				831.24			831.24
ART 29 08 LOVELY FIELD RENOVATIONS	842.00				842.00	842.00		0.00
ART 27, 08 SCHOOL BLDG MAINT/RENOV	63,632.57	356.08			63,988.65	15,755.28	2,082.78	46,150.59
ART 56 09 SCHOOL BLDG MAINT/REPAIR	116,088.06	25,745.03			141,833.09	138,060.14	2,272.95	1,500.00
ART 58 09 VET'S WAR MEMORIAL AUDITORIUM	0.00				0.00			0.00
ART 41 10 SCHOOL MAINT & RENOVATION	194,282.09	115,637.68			309,919.77	231,244.45		78,675.32
ART 16 11 SCHOOL BLDG MAINT/RENOV	396,400.48	44,858.19			441,258.67	360,741.28	9,726.70	70,790.69
ART 17 11 WEST MIDDLE GREEN REPAIRS	-116,528.28	150,699.66			34,171.38	172,915.99		-138,744.61
ART 25 12 SCHOOL BLDG/MAINT RENOV	0.00		1,000,000.00		1,000,000.00	881,801.01	78,933.23	39,265.76
ART 38 12 WEST MIDDLE SCHOOL REPAIR	0.00		530,000.00		530,000.00	330,451.76	39,220.00	160,328.24
ART 32 13 AHS TENNIS COURTS				400,000.00	400,000.00			400,000.00
ART 35 13 SCHOOL SPACE NEEDS STUDY				130,000.00	130,000.00			130,000.00
ART 18, 13 DOHERTY MIDDLE SITE IMPROVEMENTS					0.00			0.00
ART 36, 13 SCHOOL BLDG MAINT & IMPROVE					0.00			0.00
ART 38, 13 WEST MIDDLE SCHOOL HEATING					0.00			0.00
	0.00				0.00			0.00
TOTAL SCHOOL	681,299.95	340,949.04	1,530,000.00	530,000.00	3,082,248.99	2,140,712.45	132,235.66	809,300.88
BANCROFT REPLACEMENT								
ART 24, 08 BANCROFT FEASIBILITY STUDY	0.00				0.00			0.00
ART 59 09 FEASIBILITY STUDY BANCROFT SCH	16,030.17				16,030.17			16,030.17
STM 3 10 BANCROFT SCHOOL REPLACE	-7,136,780.27	5,458,745.75	14,000,000.00	5,273,236.00	17,595,201.48	14,915,268.28	11,431,248.55	-8,751,315.35
	-7,120,750.10	5,458,745.75	14,000,000.00	5,273,236.00	17,611,231.65	14,915,268.28	11,431,248.55	-8,735,285.18
STM 2A 2011 YOUTH CENTER	0.00				0.00			0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ART 5 2004 2005 CIP (Effective 07/01/2004)	0.01				0.01			0.01
ART 5 2005 2006 CIP (Effective 07/01/2005)	0.00				0.00			0.00
ART 5 2006 2007 CIP (Effective 07/01/2006)	0.01	2,683.27			2,683.28	2,683.27		0.01
ART 5 2007 2008 CIP (Effective 07/01/2007)	22,461.03	18,827.51			41,288.54	22,772.19	1,196.50	17,319.85
ART 8 2008 2009 CIP (Effective 07/01/2008)	124,292.33	2,129.00			126,421.33	22,858.11		103,563.22
ART 5 2009 2010 CIP (Effective 07/01/2009)	140,309.14	61,369.15			201,678.29	132,442.40	15,262.00	53,973.89
ART 5 2010 2011 CIP (Effective 07/01/2010)	315,596.13	55,212.22			370,808.35	204,103.65	36,639.64	130,065.06
ART 5 2011 2012 CIP (Effective 07/01/2011)	640,005.22	141,114.44			781,119.66	532,858.57	36,350.89	211,910.20
ART 5 2012 2013 CIP (Effective 07/01/2012)				2,020,000.00	2,020,000.00	706,649.77	23,823.07	1,289,527.16
ART 5 2013 2013 CIP (Effective 07/01/2013)					0.00			0.00
	1,242,663.87	281,335.59	0.00	2,020,000.00	3,543,999.46	1,624,367.96	113,272.10	1,806,359.40
ART 31 98 SEWER PLANS- SO	188,964.13				188,964.13			188,964.13
ART 34 98 SEWER PLN ROGERS	32,528.44				32,528.44			32,528.44
ART 42 99 ROGERS BROOK SEWER	26,516.30				26,516.30			26,516.30
ART 41 99 SEWER CONST MAIN ST	84,744.96				84,744.96			84,744.96
ART 44-3 02 SANITARY SEWER INFILTRATION	45,914.59				45,914.59			45,914.59
ART 25 04 SEWER METER	73,530.19				73,530.19	1,112.51		72,417.68
ART 2A 04 SOUTH MAIN STREET AREA SEWER	341,844.44				341,844.44			341,844.44
ART 33 06 REPAIR/REPLACE SANITARY SEWER	24,089.77		150,000.00		174,089.77	59,851.03		114,238.74
ART 36 07 DASCOMB/OSGOOD SEWER	45,257.64				45,257.64			45,257.64
ART 41 07 KIRKLAND ST SEWER (BETTERMENTS)	39,702.65				39,702.65			39,702.65
ART 64 07 SHAWSHEEN PUMP STATION	138,695.56	2,800.00	200,000.00		341,495.56	8,533.27	2,800.00	330,162.29
ART 33 08 SHAWSHEEN RIVER OUTFALL SEWER	328,097.86				328,097.86			328,097.86
ART 51 08 SEWER MAIN CONSTRUCTION	-107,154.29	130,000.00	300,000.00		322,845.71	322,845.71		0.00
ART 32 10 SEWER MAIN CONST & RECONST	0.00		500,000.00		500,000.00			500,000.00
ART 46 10 SEWER LINE EXT LINCOLN ST	71,639.87				71,639.87	15,099.79		56,540.08
ART 37 12 SEWER MAINTENANCE VEHICLE	0.00		250,000.00		250,000.00	244,973.16		5,026.84
ART 44 13 SEWER VEHICLES	0.00			25,000.00	25,000.00			25,000.00
	0.00				0.00			0.00
TOTAL SEWER	1,334,372.11	132,800.00	1,400,000.00	25,000.00	2,892,172.11	652,415.47	2,800.00	2,236,956.64

Town of Andover
Capital Projects Fund

Fiscal Year Ending June 30, 2013

DESCRIPTION	07/01/2012 Balance	ENCUMB	LTBOND PROCEEDS	OFU(S)	TOTAL AVAILABLE	TOTAL EXP	ENCUMB	06/30/2013 Balance
ART 32-2 00 CONSERV MAINT/IMP	8,253.06				8,253.06	1,841.69		6,411.37
ART 12 01 LAND ACQ LOWELL JCT ROAD	76,104.86	3,156.00			79,260.86	46,379.33	3,156.00	29,725.53
ART 23 02 CONSERVATION FUND	50,783.64				50,783.64	1,109.64		49,674.00
ART 55 10 LAND - FOSTERS POND (SEE STM 1 2010)	-52.80			0.00	-52.80			-52.80
ART 33, 13 LAND ACQ 14 CHANDLER RD					0.00			0.00
ART 54, 13 ACQUISITION REICHOLO					0.00			0.00
TOTAL CONSERVATION	135,088.76	3,156.00	0.00	0.00	138,244.76	49,330.66	3,156.00	85,758.10
ART 44 99 LANDFILL CLOSURE	106,656.81				106,656.81	387,883.87	182,737.00	-463,964.06
ART 43 06 LANDFILL CAP LEDGE ROAD	89,900.00	5,963.90			95,863.90		5,963.90	89,900.00
ART 31 08 LEDGE ROAD LANDFILL CLOSURE	0.00				0.00			0.00
TOTAL LAND FILL STUDY	196,556.81	5,963.90	0.00	0.00	202,520.71	387,883.87	188,700.90	-374,064.06
ART 74 99 MAIN ST STREETSCAPE	88,652.77				88,652.77	1,827.00		86,825.77
ART 48 02 MAIN ST IMPROVEMENTS	19,003.90				19,003.90	515.00		18,488.90
TOTAL OTHER	107,656.67	0.00	0.00	0.00	107,656.67	2,342.00	0.00	105,314.67
ART 27 96 REPAINT WATER	37,862.97				37,862.97			37,862.97
ART 30 00 WATER MAIN DISTRIBUTION	3,308.41				3,308.41			3,308.41
ART 42 02 WATER PLANT DESIGN	0.00				0.00			0.00
ART 18 03 WATER STORAGE TANK REHAB	80,000.00				80,000.00			80,000.00
ART 20 03 WATER PLANT IMPROVEMENTS	423,003.48	11,546.00			434,549.48	22,647.93	13,520.00	398,381.55
ART 25 04 WATER METERS	1,931.56				1,931.56	1,614.96		316.60
ART 34 05 WATER PLANT IMPROVE	0.00				0.00			0.00
ART 36 05 WATER DISTRIBUTION IMPROVEMENTS	162.03	42,900.00			43,062.03		42,900.00	162.03
ART 41 05 FISH BROOK PUMPING STATION	0.00				0.00			0.00
ART 55 05 HAGGERTS/FISHBROOK SALT ST	-0.02				-0.02			-0.02
ART 31 06 WATER MAIN REPLACEMENT	74,919.51				74,919.51	74,919.51		0.00
ART 32 06 WATER METERS	209,318.28				209,318.28			209,318.28
ART 35 07 WATER VEHICLE REPLACEMENT	0.00				0.00			0.00
ART 46 07 WATER DISTRIBUTION	215,482.41				215,482.41	77,392.69		138,089.72
ART 47 07 WATER PLANT PUMPS	4,397.58				4,397.58			4,397.58
ART 54 07 SALT BALANCE STUDY	0.00				0.00			0.00
ART 12 08 FISHBROOK PUMPING STATION	0.00				0.00			0.00
ART 29 09 WATER MAIN CONST/RECONST	98,824.00				98,824.00			98,824.00
ART 30 09 WATER SUPPLY IMPROVEMENTS	240,007.37	3,100.70			243,108.07	80,541.28	4,800.00	157,766.79
ART 65 09 WATER PLANT ROOF REPLACE	163,332.19				163,332.19	1,611.04		161,721.15
ART 31 10 WATER MAIN COST & RECONST	0.00		500,000.00		500,000.00			500,000.00
ART 33 10 WATER PLANT GAC REPLACE	98,040.00				98,040.00	208,600.00		-110,560.00
ART 34 10 WATER PLANT HVAC & EQUIP	246,104.00				246,104.00			246,104.00
ART 42 11 WATER MAIN CONST/RECONST	0.00				0.00			0.00
ART 44 11 VARIABLE SPEED UMP	59,099.95		100,000.00		159,099.95			159,099.95
ART 35 12 MAJOR WATER MAIN REPLACEMENT	0.00				0.00	231.00		-231.00
ART 36 12 WATER PLANT BACKWASH TANK	0.00				0.00			0.00
ART 43 12 WATER DISTRIBUTION MAINTENANCE	0.00				0.00			0.00
ART 44 13 WATER VEHICLES	0.00			25,000.00	25,000.00			25,000.00
ART 45 13 WATER DIST FLUSHING PROGRAM	0.00			195,000.00	195,000.00			195,000.00
ART 41, 13 MAJOR WATER MAIN REPLACEMENT					0.00			0.00
ART 42, 13 WATER DISTRIBUTION MAINT					0.00			0.00
ART 26, 13 HYDRANT INFRASTRUCTURE					0.00			0.00
TOTAL WATER	1,955,793.72	57,546.70	600,000.00	220,000.00	2,833,340.42	467,558.41	61,220.00	2,304,562.01

Town of Andover
Capital Projects Fund

Fiscal Year Ending June 30, 2013

DESCRIPTION	07/01/2012 Balance	ENCUMB	LTBOND PROCEEDS	OFU(S)	TOTAL AVAILABLE	TOTAL EXP	ENCUMB	06/30/2013 Balance
ART 24 97 SENIOR CITIZEN	0.00				0.00			0.00
ART 32 01 TOWN/SCHOOL PROJECTS	2,215.22				2,215.22	1,496.20		719.02
ART 33-5 01 WEST FIRE STATION - LONG TERM	30,514.13				30,514.13	13,187.51	3,887.08	13,439.54
ART 28-1 02 TOWN BUILDING IMPROVEMENTS	5,174.77				5,174.77			5,174.77
ART 32 04 SENIOR CTR PLANS	1,715.75				1,715.75			1,715.75
ART 46 06 TOWN HVAC REPLACEMENT	0.00				0.00			0.00
ART 48 06 LAND TRANSFER BUXTON CT	200.00				200.00			200.00
ART 27 07 TOWN BLDG RENOVATION	84,741.16		200,000.00		284,741.16	42,187.52		242,553.64
ART 51 07 ACQ BLANCHARD ST	28,767.03				28,767.03			28,767.03
ART 44 08 WM WOOD MEMORIAL	3,902.43				3,902.43			3,902.43
ART 49 08 PARKS & GROUNDS BUILDING	276,691.00				276,691.00			276,691.00
ART 28 08 TOWN BLDG RENOVATION	7,138.44				7,138.44	750.44	6,388.00	0.00
ART 36 08 FIRE DPW VEHICLES	7,761.00				7,761.00			7,761.00
ART 48 08 REC PARK LIGHTING	0.00				0.00			0.00
ART 16 09 TOWN YARD LEWIS T	507.50				507.50	507.50		0.00
ART 17 09 CAMPENILLI DRIVE (RIGHT OF REFUSAL)	27,255.00				27,255.00			27,255.00
ART 18 09 SITE EVALUATION TOWN YARD	16,661.62				16,661.62	16,896.62		-235.00
ART 48 09 INSTALL/REPLACE PARK METERS	0.00				0.00			0.00
ART 34 09 B'VALLE FIRE REPLACEMENT	80,865.24				80,865.24	10,794.28		70,070.96
ART 55 09 TOWN BLDG MAINT/IMPROVE	18,352.33	1,223.59			19,575.92	13,694.38		5,881.54
ART 57 09 BLANCHARD ST BALLFIELDS	7,840.82	12,446.08			20,286.90	15,206.08		5,080.82
ART 42 10 TOWN BLDG MAINTENANCE	44,267.23	7,446.15			51,713.38	11,682.60	26,437.00	13,593.78
STM 01 10 PURCHASE 3 BLANCHARD ST	0.00				0.00			0.00
ART 34 11 TOWN BUILDING MAINTENANCE	181,963.22	138,758.16			320,721.38	223,177.28	51,096.43	46,447.67
ART 18 11 MUNICIPAL SERVICE FACILITY	35,000.00				35,000.00	18,179.58	15,314.42	1,506.00
ART 21 11 RENEWABLE ENERGY FACILITY	0.00				0.00			0.00
ART 38 11 SPRING GROVE MAINT	43,800.00			6,000.00	49,800.00	42,800.00		7,000.00
ART 22 12 TECH INFRASTRUCTURE	0.00		2,000,000.00		2,000,000.00	871,213.23	360,357.78	768,428.99
ART 23 12 TOWN PLAYGROUND	0.00		200,000.00		200,000.00			200,000.00
ART 24 12 TOWN BLDG MAINTENANCE	0.00		400,000.00		400,000.00	134,032.14	36,199.98	229,767.88
ART 28 12 BALMOAL REPAIRS	0.00		125,000.00		125,000.00	86,970.35	5,000.00	33,029.65
ART 31 12 FIRE COMMUNICATION UPGRADE	0.00		200,000.00		200,000.00	200,000.00		0.00
ART 37 13 ANNUAL COMPUTER REPLACEMENT	0.00			218,300.00	218,300.00			218,300.00
ART 45 13 PAY AND DISPLAY	0.00			60,000.00	60,000.00			60,000.00
AET 28, 13 TOWN BLDG/FACILITY MAINTENANCE	0.00				0.00			0.00
TOTAL MUNI BUILDING	905,333.89	159,873.98	3,125,000.00	284,300.00	4,474,507.87	1,702,775.71	504,680.69	2,267,051.47

Town of Andover
Capital Projects Fund

Fiscal Year Ending June 30, 2013

DESCRIPTION	07/01/2012 Balance	ENCUMB	LTBOND PROCEEDS	OFU(S)	TOTAL AVAILABLE	TOTAL EXP	ENCUMB	06/30/2013 Balance
ART 65-1 98 STORM DRAINAGE	0.00				0.00			0.00
ART 30 97 ROAD IMPROVEMENT	0.00				0.00			0.00
ART 46-3 99 TOWN CAPITAL	575.94				575.94			575.94
ART 88 99 IMPROVE ESSEX/PEARSON	3,500.00				3,500.00			3,500.00
ART 83 99 SALEM ST SIDEWALK	46,482.27				46,482.27			46,482.27
ART 64 98 SIDEWALK IMP	0.00				0.00			0.00
ART 54 00 LINCOLN CIRCLE/LILLIAN TER	9,673.99				9,673.99			9,673.99
ART 66 00 SIDEWALK RESTORATION	6,934.22	1,053.56			7,987.78	1,000.00		6,987.78
ART 70 00 SIDEWALK CHESTNUT ST	71,174.95				71,174.95			71,174.95
ART 22 01 SIDEWALK CROSS HIGH PLAIN	10,427.37				10,427.37			10,427.37
ART 28 01 ACQ SMITHSHIRE EST	56,946.18				56,946.18			56,946.18
ART 33-1 01 GIS	106.79				106.79	0.79		106.00
ART 44-1 02 HYDRANT REPLACEMENT	632.54				632.54			632.54
ART 44-2 02 GIS	34,574.01				34,574.01	1,588.57		32,985.44
ART 33 05 MORAIN ST	6,152.90				6,152.90			6,152.90
ART 51 05 SIDEWALK RECONSTRUCTION	53,311.06				53,311.06	25,119.54		28,191.52
ART 9-2 07 BRIDGE REPAIRS	0.00				0.00			0.00
ART 38 07 ACQUIRE GRANLI DRIVE	1,653.84				1,653.84			1,653.84
ART 39 07 PEDESTRIAN FOOT BRIDGE	15,000.00				15,000.00			15,000.00
ART 52 07 BRIDGE REPAIRS	0.00	24,144.35			24,144.35		24,144.35	0.00
ART 2A 07 ACQ 16 PEARSON ST	12,214.87				12,214.87			12,214.87
ART 3A 07 ACQ 18 PEARSON ST	-0.33	480.00			479.67			479.67
ART 4A 07 ACQ 37 PEARSON ST	27,393.41				27,393.41			27,393.41
ART 32 08 BRIDGE REPAIRS	18,677.70	28,369.00	200,000.00		247,046.70		28,369.00	218,677.70
ART 52 10 REPAIRS TO PUBLIC WAYS	15,634.44				15,634.44			15,634.44
ART 50 08 STORM DRAINAGE IMPROVEMENTS	21,431.24				21,431.24	360.00		21,071.24
ART 24 11 TOWN BRIDGE EVAL/REPAIR	91,200.00				91,200.00			91,200.00
ART 25 11 PEARSON ST PARKING LOT	2,667.20				2,667.20	414.00		2,253.20
ART 26 11 HIGHPLAIN @ FISH BROOK	6,080.00	559.43			6,639.43	6,639.43		0.00
ART 33 11 STORM DRAINAGE IMPROVE	137,680.55		100,000.00		237,680.55	128,912.50	6,850.00	101,918.05
ART 42 12 HIGHPLAIN@FISHBROOK			1,100,000.00		1,100,000.00	22,899.46	788,736.89	288,363.65
TOTAL ROAD/STORM DRAIN	650,125.14	54,606.34	1,400,000.00	0.00	2,104,731.48	186,934.29	848,100.24	1,069,696.95
ART 56 97 PUBLIC SAFETY	23.46				23.46	23.46		0.00
ART 47 99 PUB SAF ANTENNAS	3,920.50				3,920.50			3,920.50
ART 10-1 02 PUBLIC SAFETY ADDL CONTINGENCY	355.01				355.01			355.01
ART 34-3 02 REVERSE 911	726.30				726.30			726.30
ART 30 10 FIRE RESCUE AMBULANCE	2,455.81				2,455.81			2,455.81
ART 40 10 DPW VEHICLES	0.00				0.00			0.00
ART 23 11 DPW VEHICLES	60,952.00				60,952.00			60,952.00
ART 33 12 DPW VEHICLES	0.00				0.00			0.00
ART 24 13 DPW VEHICLES	0.00			150,000.00	150,000.00			150,000.00
ART 25 13 FIRE RESCUE AMBULANCE	0.00			245,000.00	245,000.00			245,000.00
ART 43 11 WATER & SEWER VEHICLES	70,000.00				70,000.00	70,000.00		0.00
GRAND TOTAL	138,433.08	0.00	0.00	395,000.00	533,433.08	70,023.46	0.00	463,409.62
	226,573.90	6,494,977.30	22,055,000.00	8,747,536.00	37,524,087.20	22,199,612.56	13,285,414.14	2,039,060.50

Town of Andover
Special Revenue/Grants Rollforward

Fiscal Year Ending June 30, 2013

FUND/TITLE	Available Balance 06/30/12	Encumbrance	Inter/govmental	Interest	OFS	Depart- Mental	Total Available	Personal Services	Other Expenses	Total Expenditures	OFU	Encumbrance	Total OFS/OFU	Available Balance 06/30/13
ELECTION OT GRANT	9,060.75		5,759.00				14,819.75		14,819.75	14,819.75			0.00	0.00
STATE GENERAL GOVERNMENT GRANTS	9,060.75	0.00	5,759.00	0.00	0.00	0.00	14,819.75	0.00	14,819.75	14,819.75	0.00	0.00	0.00	0.00
FY03 TRAFFIC ENFORCEMENT	-3,230.00	-1,911.36	6,164.50				1,023.14	3,148.47		3,148.47			0.00	-2,125.33
FY03 COMMUNITY POLICING	90.19						90.19		90.19	90.19			0.00	0.00
REGIONAL EMERG RESPONSE PLAN	-202.36						-202.36		-202.36	-202.36			0.00	0.00
FEMA COM EMERG MGMT	79,056.64		902.59				79,959.23		6,243.00	6,243.00			0.00	73,716.23
BULLETT VEST PARTNERSHIP	5,619.47		2,440.00				8,059.47			0.00			0.00	8,059.47
SETB TRAINING	658.42						658.42		658.42	658.42			0.00	0.00
STUDENT AWARE OF FIRE EDUCATION	4,193.94		6,325.00				10,518.94	1,790.81	4,306.14	6,096.75			0.00	4,422.19
FY09 REG EMERG PREPARDNESS	28,908.09	24,983.88	104,906.00				158,797.97	56,157.83	96,667.58	152,825.41		5,972.56	5,972.56	0.00
FEMA COM EMERG MGMT	2,500.00						2,500.00		2,500.00	2,500.00			0.00	0.00
FY09 911 PSAP SUPPORT	-43,708.59		94,233.30				50,524.71	2,248.22	54,905.79	57,154.01			0.00	-6,629.30
DEPARTMENT TRAINING GRANT	-4,915.36		7,362.55				2,447.19	9,284.07	14,216.96	23,501.03			0.00	-21,053.84
FY10 CFDA 97.044	0.00						0.00			0.00			0.00	0.00
UNDERAGE ALCOHOL	0.00		995.08				995.08	2,466.22		2,466.22			0.00	-1,471.14
FY09 JAG	-3.12						-3.12			0.00			0.00	-3.12
COMM INNOV CHALLENGE GRANT	26,970.00		2,997.00				29,967.00		29,967.00	29,967.00			0.00	0.00
PSAP LEADERSHIP SCHOLARSHIP			5,533.86				5,533.86	772.09	4,766.04	5,518.13			0.00	15.73
PEDESTRIAN, BIKE, TRAFFIC ENFORCENT	0.00						0.00	337.09	1,092.00	1,429.09			0.00	-1,429.09
DISASTER REIMBURSEMENTS	1,333.47	5,140	4,200.00				10,673.92	2,800.00		2,800.00			0.00	7,873.92
ALTERNATIVE SENTENCING	300.00						300.00			0.00			0.00	300.00
STATE PUBLIC SAFETY GRANTS	97,570.79	26,212.97	236,059.88	0.00	0.00	0.00	361,843.64	79,004.60	215,190.76	294,195.36	0.00	5,972.56	5,972.56	61,675.72
CHAPTER 90	-662,897.36		1,557,148.89				894,251.53		918,699.75	918,699.75		35,801.17	35,801.17	-60,249.39
PWED G-9403	-55,921.65	55,921.65					0.00			0.00		55,921.65	55,921.65	-55,921.65
PWED	94,128.84			433.99			94,562.83			0.00			0.00	94,562.83
STATE PUBLIC WORKS GRANTS	-624,690.17	55,921.65	1,557,148.89	433.99	0.00	0.00	988,814.36	0.00	918,699.75	918,699.75	0.00	91,722.82	91,722.82	-21,608.21
HEALTHY COMMUNITY	-1,299.90	45,278.30	92,955.00				136,933.40	63,936.59	47,460.45	111,397.04		45,733.67	45,733.67	-20,197.31
RECYCLE INCENTIVE	25,938.79						25,938.79	185.00	926.94	1,111.94			0.00	24,826.85
NEW HORIZONS FOR YOUTH	980.75						980.75		761.30	761.30			0.00	219.45
FY03 COA FORMULA GRANT	-731.49		45,129.00				44,397.51	28,168.21	16,961.41	45,129.62			0.00	-732.11
LAHEY CLINIC NUTRITION GRANT	5,294.73						5,294.73			0.00			0.00	5,294.73
GREATER RIVER VALLEY MRC	826.01		13,877.60				14,703.61	13,010.94	866.66	13,877.60			0.00	826.01
ENERGY EDUCATION ELDER SERVICES	1,141.10						1,141.10			0.00			0.00	1,141.10
GREEN COMMUNITIES	29.09		110,299.50				110,328.59	9,756.16	42,643.60	52,399.76		72,432.50	72,432.50	-14,503.67
D TECH ASSIST GRANT	10,128.00						10,128.00			0.00			0.00	10,128.00
CLEAN ENERGY CHOICE	1,975.70						1,975.70			0.00			0.00	1,975.70
ARTS LOTTERY COUNCIL	4,320.20		4,365.00				8,685.20		4,931.11	4,931.11			0.00	3,754.09
RIGHT TO KNOW	973.30						973.30			0.00			0.00	973.30
COMM CTR ELDER NUTRITION	-124.98						-124.98			0.00			0.00	-124.98
NAT ASSN CNT/CITY HEALTH OF	11,497.02					4,000.00	15,497.02	2,351.77	2,660.38	5,012.15			0.00	10,484.87
SECONDHAND SMOKE INITIATIVE	1,000.00						1,000.00			0.00			0.00	1,000.00
LIBRARY AID CH 78 SEC 19A	-8,920.92					81,098.50	72,177.58		4,963.37	4,963.37			0.00	67,214.21
LIBRARY AID CH 139	73,324.56					-45,142.15	28,182.41		20,203.94	20,203.94			0.00	7,978.47
OTHER STATE GRANTS	126,351.96	45,278.30	266,626.10	0.00	0.00	39,956.35	478,212.71	117,408.67	142,379.16	259,787.83	0.00	118,166.17	118,166.17	100,258.71

Town of Andover
Special Revenue/Grants Rollforward

Fiscal Year Ending June 30, 2013

FUND/TITLE	Available Balance 06/30/12	Encumbrance	Intergovmental	Interest	OFS	Depart- Mental	Total Available	Personal Services	Other Expenses	Total Expenditures	OFU	Encumbrance	Total QFS/QFU	Available Balance 06/30/13
CEMETERY SALE OF LOTS FUND	5,227.33						5,227.33			0.00			0.00	5,227.33
SALE OF REAL ESTATE	18,321.16						18,321.16			0.00			0.00	18,321.16
BUILD/FIRE CODE Ch 148A, Sec 5	2,600.00					1,100.00	3,700.00			0.00			0.00	3,700.00
WETLAND FILING FEES	149,174.81					24,417.50	173,592.31		2,347.85	2,347.85	24,000.00		24,000.00	147,244.46
OFF STREET PARKING	85,720.20					325,240.67	410,960.87			0.00	95,000.00		95,000.00	315,960.87
RECEIPTS RESERVED FOR APPROPRIATION	261,043.50	0.00	0.00	0.00	0.00	350,758.17	611,801.67	0.00	2,347.85	2,347.85	119,000.00	0.00	119,000.00	490,453.82
SPED ENTITLEMENT	261,809.41						261,809.41		261,809.41	261,809.41			0.00	0.00
SPED ENTITLEMENT	0.00		1,439,551.00				1,439,551.00		1,159,983.14	1,159,983.14			0.00	279,567.86
EARLY CHILDHOOD ALLOCATION	0.00		23,341.53				23,341.53		23,341.53	23,341.53			0.00	0.00
SPED IMPROVEMENT	42,747.00	1,732.50					44,479.50		44,479.50	44,479.50			0.00	0.00
SPED IMPROVEMENT			46,322.00				46,322.00		26,302.36	26,302.36	18,573.00		18,573.00	1,446.64
co-op services	577.00	49,937.59					50,514.59		50,514.59	50,514.59			0.00	0.00
LEP SUPPORT	13,223.15		11,156.00				24,379.15		23,998.59	23,998.59	240.00		240.00	140.56
TITLE III LEP SUPPORT 180	6,405.00						6,405.00		6,405.00	6,405.00	454.97		454.97	-454.97
CIRCUIT BREAKER	1,355,393.28		2,300,400.00				3,655,793.28		2,026,030.61	2,026,030.61			0.00	1,629,762.67
	-2,254.98	2,254.98					0.00			0.00			0.00	0.00
TITLE III LEP SUPPORT 180			8,715.00				8,715.00		2,319.21	2,319.21			0.00	6,395.79
TITLE I READING	0.00		100,742.00				100,742.00		106,144.65	106,144.65	175.00		175.00	-5,577.65
TITLE 1	11,285.25	5,401.10					16,686.35		16,686.35	16,686.35			0.00	0.00
PROFESSIONAL DEVELOPMENT	48,804.61	2,300.00	8,000.00				59,104.61		59,104.61	59,104.61			0.00	0.00
PROF DEB TEACHER QUALITY 140	0.00		65,547.00				65,547.00		53,394.21	53,394.21	12,245.00		12,245.00	-92.21
ACADEMIC SUPPORT	1,983.92						1,983.92		1,983.92	1,983.92			0.00	0.00
ACADEMIC SUPPORT	0.00		9,881.00				9,881.00		9,881.00	9,881.00			0.00	0.00
MCAS Summer Success	0.00		5,000.00				5,000.00		5,000.00	5,000.00			0.00	0.00
COOP SER DIGITAL	12,021.98	24,760.02					36,782.00		36,782.00	36,782.00			0.00	0.00
CAROL WHITE PHYS ED	-10,735.50	8,985.50	35,622.07				33,872.07		33,872.07	33,872.07			0.00	0.00
ESSENTIAL SCHOOL HEALTH SERV	0.00		103,320.00				103,320.00		101,610.00	101,610.00	1,710.00		1,710.00	0.00
ESSENTIAL SCHOOL HEALTH SERV YR 2	3,268.63	767.34					4,035.97		4,035.97	4,035.97			0.00	0.00
EDUCATION JOBS GRANT	36,523.84						36,523.84		36,523.84	36,523.84			0.00	0.00
REVOLVING FUNDS EDUCATION	1,781,052.59	96,139.03	4,157,597.60	0.00	0.00	0.00	6,034,789.22	0.00	4,090,202.56	4,090,202.56	0.00	33,397.97	33,397.97	1,911,188.69
ATHLETIC REVOLVING	30,206.76	2,763.23				514,216.53	547,186.52	182,603.96	276,453.96	459,057.92		250.00	250.00	87,878.60
REVOLVING FUNDS ATHLETIC	30,206.76	2,763.23	0.00	0.00	0.00	514,216.53	547,186.52	182,603.96	276,453.96	459,057.92	0.00	250.00	250.00	87,878.60
CH44 SEC 53E 1/2 LEGAL NOTICES	14,142.76					12,668.04	26,810.80		18,539.99	18,539.99			0.00	8,270.81
CH44 SEC 53E 1/2 DCS REVOLVING	337,283.76					404,037.60	741,321.36	233,039.95	232,764.51	465,804.46	56.95	56.95	275,459.95	
CH44 SEC 53E 1/2 YOUTH SERVICES	104,157.96					329,949.28	434,107.24	62,237.36	204,538.77	266,776.13	1,890.32	1,890.32	165,440.79	
CH44 SEC 53E 1/2 ELDER SERVICES	121,743.53	658.75				155,320.82	277,723.10	28,314.77	107,269.04	135,583.81			0.00	142,139.29
CH44 SEC 53E 1/2 TITLE V HEALTH CLINICS	45,129.18					35,340.87	80,470.05	18,657.92	24,102.67	42,760.59			0.00	37,709.46
CH44 SEC 53E 1/2 FIELDS REVOLVING	59,144.76	10,000.00				72,202.50	141,347.26	38,665.05	43,845.56	82,510.61			0.00	58,836.65
CH44 SEC 53E 1/2 POLICE ANTENNEA	16,858.09	16,852.70				4,672.38	38,383.17		16,852.70	16,852.70			0.00	21,530.47
CH44 SEC 53E 1/2 BALD HILL COMP	47,633.73	14,800.00				16,827.00	79,260.73	2,695.62	23,515.75	26,211.37	24,800.00		24,800.00	28,249.36
CH44 SEC 53E 1/2 DPW CRT/H/W	33,227.72					8,795.00	42,022.72		19,150.09	19,150.09			0.00	22,872.63
CH44 SEC 53E 1/2 FIRE	70,659.71					26,110.96	96,770.67			0.00			0.00	96,770.67
REVOLVING CHAPTER 44 53 E 1/2	849,981.20	42,311.45	0.00	0.00	0.00	1,065,924.45	1,958,217.10	383,610.67	690,579.08	1,074,189.75	0.00	26,747.27	26,747.27	857,280.08

Town of Andover
Special Revenue/Grants Rollforward

Fiscal Year Ending June 30, 2013

FUND/TITLE	Available Balance 06/30/12	Encumbrance	Inter/govmental	Interest	OFS	Depart- Mental	Total Available	Personal Services	Other Expenses	Total Expenditures	OFU	Encumbrance	Total OFS/OFU	Available Balance 06/30/13
TOWN DAMAGE RESTITUTION	18,918.55						18,918.55	3.96		3.96			0.00	18,914.59
FRONTAGE ROAD	3,855.66						3,855.66			0.00			0.00	3,855.66
PUBLIC SAFETY DAMAGE REST	7,533.83					950.00	8,483.83			0.00			0.00	8,483.83
PUBLIC WORKS DAMAGE REST	-11,800.45	29,547.00				7,544.40	25,290.95			0.00			0.00	25,290.95
RECYCLABLE BATTERY PROGRAM	1,253.84						1,253.84			0.00			0.00	1,253.84
LOST/DAMAGED BOOKS	11,745.12					9,115.77	20,860.89		3,509.97	3,509.97			0.00	17,350.92
P&F DAMAGE RESTITUTION	20,732.27					41,159.22	61,891.49		31,987.12	31,987.12			0.00	28,904.37
OTHER REVOLVING FUNDS	52,238.82	29,547.00	0.00	0.00	0.00	58,769.39	140,555.21	3.96	35,497.09	35,501.05	0.00	0.00	0.00	105,054.16
CORPORATE GRANTS	23,468.57					30,000.00	53,468.57		25,896.46	25,896.46		1,949.60	1,949.60	25,622.51
AHS BAND AND CHOIR GRANTS	15,161.40						15,161.40		13,168.82	13,168.82			0.00	1,992.58
OTHER GIFTS AND GRANTS	11,901.92					6,735.91	18,637.83			0.00			0.00	18,637.83
ENGINEERING GRANT	0.00					1,000.00	1,000.00		350.00	350.00			0.00	650.00
GEMS GRANT	1,676.62	1,034.48				5,050.00	7,761.10	1,750.00	2,301.49	4,051.49		2,243.56	2,243.56	1,466.05
ASIZ SOCIETY GRANT	448.11					11,000.00	11,448.11		5,358.85	5,358.85		678.00	678.00	5,411.26
LEA REVOLVING	16,594.80					32,993.75	49,588.55	12,643.86		12,643.86			0.00	36,944.69
EARLY CHILDHOOD REV	6,231.35					167,646.34	173,877.69	111,623.60	935.48	112,559.08			0.00	61,318.61
SCHOOL DAMAGE Ch 55 sec 53 1/2	4,515.27						4,515.27			0.00			0.00	4,515.27
COMMUNITY A.S.K. REVOLVING	2,252.09						2,252.09			0.00			0.00	2,252.09
PARENT TO PARENT REVOLVING	15,245.22	1,000.00				10,150.00	26,395.22		8,708.50	8,708.50			0.00	17,686.72
ANDOVER C.A.R.E.S.	3,815.33						3,815.33			0.00			0.00	3,815.33
ALL DAY KINDERGARTEN	414,931.62					1,013,102.30	1,428,033.92	772,652.05	188,021.99	960,674.04			0.00	467,359.88
EXTRA CURRICULAR REV	55,619.79					224,529.82	280,149.61	206,669.05	3,768.68	210,437.73			0.00	69,711.88
INSTRUMENTAL MUSIC REVOLVING	10,797.31					11,285.00	22,082.31	10,489.98	1,620.55	12,110.53			0.00	9,971.78
FINE ARTS	29,226.14	2,053.95				73,158.66	104,438.75	19,516.01	59,693.30	79,209.31		864.00	864.00	24,365.44
PHYS ED REVOLVING	6,010.92					1,397.55	7,408.47		961.60	961.60			0.00	6,446.87
AIRS	7,538.89						7,538.89			0.00			0.00	7,538.89
LOST BOOKS	29,339.00	792.57				5,732.91	35,864.48		6,800.55	6,800.55			0.00	29,063.93
COLLINS CTR REVOLVING	1,399.22	5,755.69				216,334.50	223,489.41	126,875.38	61,113.97	187,989.35			0.00	35,500.06
OUTSIDE ACTIVITIES REV	123,202.00					158,933.23	282,135.23	114,043.08	8,258.10	122,301.18			0.00	159,834.05
TRANSPORTATION REVOLVING	90,756.33					359,975.00	450,731.33		361,136.50	361,136.50			0.00	89,594.83
COPY CENTER REVOLVING (Ch 44 Sec 53 E 1/2)	5,800.73					3,597.52	9,398.25			0.00			0.00	9,398.25
BANCROFT GIFTS AND DONATIONS	1,587.88					4,095.00	5,682.88		2,245.78	2,245.78			0.00	3,437.10
SANBORN GIFTS AND GRANTS	12,535.01					2,653.71	15,188.72		7,593.68	7,593.68			0.00	7,595.04
SHAWSEEN GIFTS AND GRANTS						200.00	200.00			0.00			0.00	200.00
SOUTH SCHOOL GIFTS AND GRANTS	15,574.70					3,570.83	19,145.53		2,217.08	2,217.08			0.00	16,928.45
WEST ELEM GIFTS AND GRANTS	0.02					5,300.00	5,300.02		5,020.62	5,020.62			0.00	279.40
HIGH PLAIN GIFTS AND GRANTS	96.53						96.53			0.00			0.00	96.53
WOOD HILL GIFTS AND GRANTS	6,345.41	990.00				10,000.00	17,335.41		13,708.00	13,708.00			0.00	3,627.41
DMS ENGINEERING GIFTS AND GRANTS	2,644.73	907.50				4,345.00	7,897.23		5,457.35	5,457.35		804.10	804.10	1,635.78
WEST MIDDLE GIFTS AND GRANTS	2,614.90					12,462.00	15,076.90		8,573.42	8,573.42		3,000.00	3,000.00	3,503.48
ANDOVER HIGH GIFTS AND GRANTS	11,192.98	6,125.80				26,733.96	44,052.74		31,438.11	31,438.11			0.00	12,614.63
STUDENT ACTIVITY MGL 71/47	625,480.84					1,098,251.57	1,723,732.41		1,094,815.95	1,094,815.95			0.00	628,916.46
OTHER SPECIAL REVENUE FUNDS EDUCATION	1,554,005.63	18,659.99	0.00	0.00	0.00	3,500,234.56	5,072,900.18	1,376,263.01	1,919,164.83	3,295,427.84	0.00	9,539.26	9,539.26	1,767,933.08

Town of Andover
Special Revenue/Grants Rollforward
Fiscal Year Ending June 30, 2013

FUND/TITLE	Available Balance 06/30/12	Encumbrance	Intergovmental	Interest	OFS	Depart- Mental	Total Available	Personal Services	Other Expenses	Total Expenditures	OFU	Encumbrance	Total OFS/OFU	Available Balance 06/30/13
PREMIUM ON BOND ISSUE	0.00				136,633.10		136,633.10			0.00	136,633.10		136,633.10	0.00
VETERAN'S SERVICES GIFTS	6,912.80					1,635.00	8,547.80		3,110.98	3,110.98			0.00	5,436.82
CABLE TV COMMUNITY ACCESS	812,230.72	16,891.00				326,673.05	1,155,794.77		174,789.74	174,789.74	109,150.00	20,827.00	129,977.00	851,028.03
CABLE TV VERIZON	414,563.45					381,835.25	796,398.70		144,267.62	144,267.62	109,150.00		109,150.00	542,981.08
GIFT - FIREWORKS	9,757.86					5,136.14	14,894.00			0.00			0.00	14,894.00
SHED CONTRIBUTIONS	7,263.81						7,263.81			0.00			0.00	7,263.81
OLD TOWN HALL RESTORATION	468.78						468.78			0.00			0.00	468.78
TOWN GIFT & DONATIONS	22,161.42					2,995.00	25,156.42		2,995.00	2,995.00			0.00	22,161.42
CONSERVATION GIFT	875.00						875.00			0.00			0.00	875.00
CONSERVATION TRAIL ACCOUNT	966.05					120.00	1,086.05		166.05	166.05			0.00	920.00
DCS-GIFT	6,543.76						6,543.76			0.00			0.00	6,543.76
YOUTH SERVICES GIFTS/CONTRIBUTIONS	128,547.80					4,380.00	132,927.80		7,683.69	7,683.69			0.00	125,244.11
COA SENIOR CONNECTIONS	40,035.92					63,859.00	103,894.92	56,235.50	28,714.87	85,950.37			0.00	17,944.55
COA SCHOLARSHIPS	3,648.75						3,648.75			0.00			0.00	3,648.75
LIBRARY GIFTS & DONATIONS	37,242.60					17,707.47	54,950.07		19,665.64	19,665.64			0.00	35,284.43
HOME FOR THE AGED GIFT	39,958.06					1,179.50	41,137.56		3,649.64	3,649.64			0.00	37,487.92
DPW ADMIN GIFT	105.27						105.27			0.00			0.00	105.27
CHOLESTEROL SCREENING	1,423.63						1,423.63		689.09	689.09			0.00	734.54
BALLARDVALE HIST DIST GIFT	-107.10						-107.10			0.00			0.00	-107.10
POLICE GIFTS AND DONATIONS	6,305.23						6,305.23			0.00			0.00	6,305.23
ANDOVER HOUSING PARTNERSHIP GIFT	-2,389.00						-2,389.00			0.00			0.00	-2,389.00
LOWELL ST/SHAWSHOEN TRAFFIC MITIGATION	5,000.00						5,000.00			0.00			0.00	5,000.00
SHINGLES PREV VACCINATION	6,470.61					33,500.00	39,970.61		21,858.44	21,858.44			0.00	18,112.17
GIFTS FIREDEPARTMENTS	2,448.61					167.30	2,615.91			0.00			0.00	2,615.91
TH DONATIONS	0.00					100.00	100.00		100.00	100.00			0.00	0.00
YOUTH FOUNDATION GIFT	399,550.00					458,700.00	858,250.00		61,046.59	61,046.59		293,877.41	293,877.41	503,326.00
BLANCHARD BF GIFTS AND DONATIONS	0.00	38,935.00					38,935.00			38,935.00			0.00	0.00
CH44 SEC 53G PEER REVIEWS	68,557.31					110,777.96	179,335.27		113,407.27	113,407.27			0.00	65,928.00
CH44 SEC 53G PEER ZONE	12,018.42					5,409.18	17,427.60		17,427.60	17,427.60			0.00	0.00
CH44 SEC 53G PEER PLANNING	7,500.00					10,530.00	18,030.00		14,230.00	14,230.00			0.00	3,800.00
TIMOTHY HORNE - GIFT AYS	159,867.86			4,612.32			164,480.18		5,225.20	5,225.20			0.00	159,254.98
MAIN ST UPKEEP GIFT	53,281.23			1,398.57			54,679.80		4,488.50	4,488.50			0.00	50,191.30
OTHER SPECIAL REVENUE FUNDS	2,251,208.85	55,826.00	0.00	6,010.89	136,633.10	1,424,704.85	3,874,383.69	56,235.50	663,450.92	719,686.42	354,933.10	314,704.41	669,637.51	2,485,059.76
	6,388,030.68	374,659.62	6,223,191.47	6,444.88	136,633.10	6,954,564.30	20,083,524.05	2,195,130.37	8,968,785.71	11,153,918.08	473,933.10	600,500.46	1,074,433.56	7,845,174.41
FOOD SERVICES	441,287.91					2,159,210.40	2,600,498.31	892,591.17	1,338,372.63	2,230,963.80			0.00	369,534.51
OTHER SPECIAL REVENUE FUNDS SCHOOL LUNCH	441,287.91	0.00	0.00	0.00	0.00	2,159,210.40	2,600,498.31	892,591.17	1,338,372.63	2,230,963.80	0.00	0.00	0.00	369,534.51
AGENCY ACCOUNTS														
MEALS TAX CAFETERIA	576.61					3,222.26	3,798.87		3,180.02	3,180.02			0.00	618.85
POLICE OFF DUTY	-100,362.98					1,096,586.67	996,203.69	1,105,812.92		1,105,812.92			0.00	-109,609.23
FIRE OFF DUTY	-3,570.00					41,537.88	37,967.88	41,910.38		41,910.38			0.00	-3,942.50
FIREARMS PERMITS	10.50					26,750.00	26,760.50		26,750.00	26,750.00			0.00	10.50
AMBULANCE AGENCY ACCOUNTS	13.53					31,343.94	31,357.47		31,343.94	31,343.94			0.00	13.53
MEALS TAX ELDER SERVICES	290.32					2,206.85	2,496.97		2,225.89	2,225.89			0.00	271.08
	-103,042.02	0.00	0.00	0.00	0.00	1,201,627.40	1,098,585.38	1,147,723.30	63,499.85	1,211,223.15	0.00	0.00	0.00	-112,637.77
	6,726,276.57	374,659.62	6,223,191.47	6,444.88	136,633.10	10,315,402.10	23,782,607.74	4,235,444.84	10,370,658.19	14,606,103.03	473,933.10	600,500.46	1,074,433.56	8,102,071.15

**TRUST-CEMETERY-SPECIAL FUNDS
IN-CUSTODY OF TOWN TREASURER
YEAR ENDING JUNE 30, 2013**

	FUND	PRINCIPAL	BALANCE July 1, 2012	DEPOSITS	OTHER	INCOME	DRAWN	BALANCE June 30, 2013
80001 GL 40(5B)	STABILIZATION		4,745,453.92		2,232,000.00	122,087.05		7,099,540.97
80041	C.D. WOOD		1,278,921.01			121,078.99		1,400,000.00
80051	OPEB ART 21, 2010		706,248.48		300,000.00	95,420.00		1,101,668.48
80061	ESTATE S.P. WHITE	5,766.63	16,317.15			35.41		16,352.56
80071	POLICE DRUG ACCOUNT		17,989.24		2,199.00	88.15	11,353.89	8,922.50
80091 C59 Acts 1998	TOWN 400TH CELEBRATION		10,054.86			288.74		10,343.60
80141	J. GREELEY	5,000.00	8,313.36			239.45		8,552.81
80161	MARGARET G. TOWLE	345,825.50	345,825.50					345,825.50
80151	MARGARET G. TOWLE		96,708.17			12,838.34	17,415.99	92,130.52
80171	JOHN CORNELL	5,000.00	57,227.03		557.64	1,658.31	1,100.00	58,342.98
80181	DAVID & LUCY SHAW	10,000.00	53,856.85			1,547.32		55,404.17
80191	W.L. RAYMOND	7,845.81	60,981.52			1,752.38		62,733.90
80201	A.J. LINCOLN	5,000.00	23,931.29			51.91		23,983.20
80211	E.I. RAYMOND	1,302.77	3,303.26			94.92		3,398.18
80221	TAYLOR	300.00	2,335.36			67.12		2,402.48
80231 GL 114(25)	SPRING GROVE	932,825.77	1,008,956.07		33,608.00	6,121.11	6,000.00	1,042,685.18
80251	SPRING GROVE FLOWERS		36,499.43			1,018.65	2,950.00	34,568.08
80281	EMILINE LINCOLN	1,000.00	2,249.34			64.63		2,313.97
80291	EMMA J. LINCOLN		1,232.35			35.39		1,267.74
80301 GL 40(8C)	CONSERVATION FUND		73,374.17			2,108.06		75,482.23
80331	SMART	1,000.00	17,474.36			501.74	30.00	17,946.10
80341	FARRINGTON		2,147.32			61.36	30.00	2,178.68
80351	BALLARDVALE		1,499.41			42.58	50.00	1,491.99
80361	ALLEN	200.00	237.86			6.52	30.00	214.38
80391	EMS BELL LIBRARY TRUST		64,691.75			1,858.45		66,550.20
80411	ELDERLY TAXATION FUND		16,682.79			1,467.83		18,150.62
80421	MUNICIPAL AFFORDABLE HOUSING		42,674.08			1,125.35	8,066.25	35,733.18
82011	DRAPER		19,364.55			556.35		19,920.90
82021	RICHARDSON	1,000.00	1,707.66			50.74		1,758.40
82031	A & AV LINCOLN	1,000.00	1,278.61			36.51		1,315.12
82051	RAFTON (INTEREST)		598.50					598.50
82041	RAFTON (PRINCIPAL)	598.50	5,787.26		265.60	167.47		6,220.33
82061	CONROY		1,967.29			56.54		2,023.83
82071	AMERICAN LEGION		1,450.61			41.68		1,492.29
82081	CHRIS MAYNARD BOOKS		5,311.58			149.87	166.95	5,294.50
82091	HOLT		882.25			25.35		907.60
			8,733,534.24	0.00	2,568,630.24	372,744.27	47,193.08	11,627,715.67
	INTERNAL SERVICE FUNDS							
80011 GL 40(13)	- INSURANCE		225,513.69			475.36	16,623.70	209,365.35
80021 GL 40(5E)	- UNEMPLOYMENT COMPENSATION		42,764.41		121,000.00	108.57	148,761.35	15,111.63
80031	- TOWN INSURANCE HEALTH		718,204.99		18,297,802.59	193,882.77	18,058,689.62	1,151,200.73
80371 GL 40(13A)	- WORKERS COMPENSATION		128,832.01		61,898.59		116,173.00	74,557.60
	TOTAL INTERNAL SERVICE FUNDS		1,115,315.10	0.00	18,480,701.18	194,466.70	18,340,247.67	1,450,235.31
	GRAND TOTAL ALL TRUST FUNDS		9,848,849.34	0.00	21,049,331.42	567,210.97	18,387,440.75	13,077,950.98

TOWN OF ANDOVER, MASSACHUSETTS
ANALYSIS OF BONDS AUTHORIZED AND OUTSTANDING
Activity for Fiscal 2013

ARTICLE	PROJECT NAME	AUTHORIZATION JULY 01, 2012	NEW AUTHORIZATION	BONDING	CLOSEOUT	AUTHORIZATION June 30, 2013
SEWER ENTERPRISE						
ART 33 2008	REPAIR/REPLACEMENT SANITARY SEWER	150,000.00		150,000.00		0.00
ART 64 2007	SHAWSHEEN PUMPING STATION	550,000.00		200,000.00		350,000.00
ART 33 2008	SHAWSHEEN RIVER OUTFALL SEWER	2,200,000.00				2,200,000.00
ART 51 2008	SEWER MAIN CONSTRUCTION & RECONST	300,000.00		300,000.00		0.00
ART 32 2010	SEWER MAIN CONST & RECONST	500,000.00		500,000.00		0.00
ART 37 2012	SEWER INFRASTRUCTURE MAINT VEHICLE	250,000.00		250,000.00		0.00
		3,950,000.00	0.00	1,400,000.00	0.00	2,550,000.00
WATER ENTERPRISE						
ART 31 2010	WATER MAIN CONST & RECONST	500,000.00		500,000.00		0.00
ART 33 2010	WATER TREAT PLANT GAC REPLACE	300,000.00				300,000.00
ART 42 2011	WATER DISTRIBUTION IMPROVEMENTS	500,000.00				500,000.00
ART 44 2011	WTP VARIABLE SPEED PUMP (Split Funding)	440,000.00		100,000.00		340,000.00
ART 35 2012	MAJOR WATER MAIN REPLACEMENT	1,439,000.00				1,439,000.00
ART 36 2012	WATER PLANT BACKWASH TANK	300,000.00				300,000.00
ART 43 2012	WATER DISTRIBUTION MAINTENANCE	500,000.00				500,000.00
ART 41 2013	MAJOR WATER MAIN REPLACEMENT		1,000,000.00			1,000,000.00
ART 42 2013	WATER DISTRIBUTION MAINTENANCE		500,000.00			500,000.00
ART 46 2013	FIRE HYDRANT INFRASTRUCTURE		1,000,000.00			1,000,000.00
		3,979,000.00	2,500,000.00	600,000.00	0.00	5,879,000.00
TOTAL ENTERPRISE FUNDS		7,929,000.00	2,500,000.00	2,000,000.00	0.00	6,429,000.00
GENERAL GOVERNMENT						
LANDFILL CLOSURE						
ART 44 1999	LANDFILL CLOSURE	900,000.00				900,000.00
ART 31 2008	LANDFILL CLOSURE	7,370,000.00				7,370,000.00
		8,270,000.00	0.00	0.00	0.00	8,270,000.00
SCHOOL						
ART 59 2009	BANCROFT FEASIBILITY STUDY (MSBA ONLY)	363,000.00				363,000.00
ART 3A 2010	BANCROFT SCHOOL PROJECT (TOWN)	43,835,000.00	5,715,000.00	14,000,000.00		35,550,000.00
ART 17 2011	WEST MIDDLE SCHOOL GREEN REPAIR (TOWN)	595,000.00				595,000.00
ART 25 2012	SCHOOL BUILDING MAINTANCE	1,000,000.00		1,000,000.00		0.00
ART 38 2012	WEST MIDDLE SCHOOL REPAIR	530,000.00		530,000.00		0.00
ART 18 2013	DOHERTY SITE IMPROVEMENTS		2,500,000.00			2,500,000.00
ART 36 2013	SCHOOL BLDG MAINT AND IMPROVEMENT		900,000.00			900,000.00
ART 38 2013	WEST MIDDLE SCHOOL HEATING		1,250,000.00			1,250,000.00
		46,323,000.00	10,365,000.00	15,530,000.00	0.00	41,158,000.00
ROAD AND DRAINAGE						
ART 32 2008	BRIDGE REPAIRS	200,000.00		200,000.00		0.00
ART 33 2011	STORM DRAIN IMPROVEMENTS	100,000.00		100,000.00		0.00
ART 42 2012	HIGH PLAIN @ FISHBROOK IMPROVEMENTS	1,100,000.00		1,100,000.00		0.00
		1,400,000.00	0.00	1,400,000.00	0.00	0.00
CONSERVATION AND LAND ACQUISITION						
ART 12 2001	LAND ACQUISITION LOWELL JCT RD	800,000.00				800,000.00
ART 23 2002	CONSERVATION FUND	400,000.00				400,000.00
ART 55 2010	CONSERVATION LAND - FOSTERS POND	260,000.00			260,000.00	0.00
ART 33 2013	LAND ACQUISITION 141 CHANDLER ROAD		775,000.00			775,000.00
ART 54 2013	REICHOOLD PARCEL 1 % PARC GRANT		550,000.00			550,000.00
		1,460,000.00	1,325,000.00	0.00	260,000.00	2,525,000.00
TECHNOLOGY						
ART 22 2012	TECHNOLOGY AND INFRASTRUCTURE	2,500,000.00		2,000,000.00		500,000.00
		2,500,000.00	0.00	2,000,000.00	0.00	500,000.00
TOWN BUILDINGS						
ART 27 2007	TOWN BUILDING MAINT/IMPROVE	200,000.00		200,000.00		0.00
STM 3, 2011	YOUTH CENTER	2,000,000.00				2,000,000.00
ART 23 2012	TOWN PLAYGROUND REPLACEMENTS	200,000.00		200,000.00		0.00
ART 24 2012	TOWN BUILDING AND FACILITY MAINTENANCE	400,000.00		400,000.00		0.00
ART 28 2012	BALMORAL FENCE AND MASONRY	125,000.00		125,000.00		0.00
ART 28 2013	TOWN BUILDING & FACILITIES MAINTENANCE		300,000.00			300,000.00
		2,925,000.00	300,000.00	925,000.00	0.00	2,300,000.00
MISCELLANEOUS						
ART 31 2012	FIRE RESCUE COMMUNICATION UPGRADES	200,000.00		200,000.00		0.00
ART 33 2012	DPW VEHICLES	300,000.00			300,000.00	0.00
		500,000.00	0.00	200,000.00	300,000.00	0.00
TOTAL GENERAL GOVERNMENT		60,878,000.00	11,990,000.00	18,055,000.00	560,000.00	54,253,000.00
GRAND TOTAL		71,307,000.00	14,490,000.00	22,055,000.00	560,000.00	63,182,000.00

TOWN OF ANDOVER, MASSACHUSETTS
DETAIL TOTAL DEBT SCHEDULE BY FISCAL YEAR
June 30, 2013

ISSUE	ARTICLE	LOAN DATE	AMOUNT	2014	2015	2016	2017	2018	2019 to 2023	2024-2028	2029 to 2033	TOTAL
EXEMPT SCHOOL												
EXEMPT ADVANCE REFUNDING (2006)	ART 20-1, 1994	15-Jan-05	1,546,562	715,519.19	678,981.69	647,087.95	615,087.94					2,656,676.77
EXEMPT ADVANCE REFUNDING (2006)	ART 20-2, 1994	15-Jan-05	120,866	54,880.81	52,287.06	49,662.05	47,099.56					203,929.48
SCHOOL BONDS EXEMPT REFI	ART 19, 1999	15-Feb-10	279,185	158,506.25	154,287.50	144,100.00	138,100.00	133,300.00	241,500.00			969,793.75
BANCROFT FEASIBILITY	ART 24, 2008	15-Feb-10	18,563	76,218.75								76,218.75
SCHOOL BONDS -Sewer REFI	ART 9, 2000	15-Feb-10	364,244	202,393.75	197,162.50	190,575.00	182,825.00	166,775.00	448,000.00			1,387,731.25
SCHOOL BONDS EXEMPT REFI	ART 9, 2000	22-Dec-11	648,360	452,691.50	438,891.50	423,466.50	409,964.50	393,012.50	1,744,443.75			3,862,470.25
ADV REF 94/95 LOANS	VARIOUS	15-Jun-03	2,086,922	1,068,270.00	1,014,790.00	960,120.00						3,043,180.00
BANCROFT FEASIBILITY	ART 59., 2009	22-Dec-11	41,750	14,312.50	14,062.50	13,762.50	13,462.50	13,162.50	60,650.00	34,878.15	21,259.40	185,550.05
MIDDLE/EL SCHOOL Uncalled	ART 9, 2000	19-Dec-12		154,000.00	148,400.00	142,800.00						445,200.00
MIDDLE/EL SCHOOL Ref'd	ART 9, 2000	19-Dec-12		58,350.00	58,350.00	58,350.00	220,875.00	215,100.00	906,200.00	445,200.00		1,962,425.00
BANCROFT SCHOOL	ART 03, 2012	19-Dec-12	4,795,992	1,195,366.67	1,141,000.00	1,113,000.00	1,090,250.00	1,071,000.00	5,033,000.00	4,366,250.00	3,786,125.00	18,795,991.67
TOTAL SCHOOL				4,150,509.42	3,898,212.75	3,742,924.00	2,717,664.50	1,992,350.00	8,433,793.75	4,846,328.15	3,807,384.40	33,589,166.97
PUBLIC SAFETY												
PUBLIC SAFETY CENTER REFI	ART 16, 1999	15-Feb-10	697,540	378,537.50	363,837.50	346,850.00	332,850.00	316,725.00	858,500.00			2,597,300.00
PUBLIC SAFETY CENTER REFI	ART 40, 2001	15-Feb-10	29,685	14,138.13	13,783.75	12,850.00	12,350.00	11,950.00	43,400.00			108,471.88
PUBLIC SAFETY CENTER REFI	ART 16, 1999	15-Feb-10	688,716	323,498.75	315,432.50	301,375.00	289,625.00	280,225.00	1,003,000.00			2,513,156.25
PUBLIC SAFETY CENTER ADV REF NC	ART 10-1, 2002	19-Dec-12		27,500.00	26,500.00	25,500.00						79,500.00
PUBLIC SAFETY CENTER	ART 10-1, 2002	1-Dec-07	26,031	7,006.26	6,831.26	6,656.26	6,475.01	6,281.26	28,465.65	5,100.00		66,815.70
PUBLIC SAFETY CENTER	ART 10-1, 2002	15-Mar-09	175,105	35,406.76	34,799.00	34,136.00	33,473.00	32,810.00	145,897.20	122,957.80	13,307.82	452,787.58
				786,087.40	761,184.01	727,367.26	674,773.01	647,991.26	2,079,262.85	128,057.80	13,307.82	5,818,031.41
TOTAL EXEMPT				4,936,596.82	4,659,396.76	4,470,291.26	3,392,437.51	2,640,341.26	10,513,056.60	4,974,385.95	3,820,692.22	39,407,198.38
PUBLIC SERVICE ENTERPRISES												
WATER DEBT												
WATER TREATMENT PLANT	ART 42, 2002	15-Dec-03	393,477	50,875.00								50,875.00
WATER TREATMENT PLANT	ART 42, 2002	22-Dec-11	102,196	14,480.00	63,730.00	62,230.00	60,730.00	59,230.00	251,643.75	43,483.75		555,527.50
WATER SYSTEM	ART 20, 2003	15-Dec-03	826,415	101,750.00								101,750.00
WATER SYSTEM	ART 20, 2003	15-Dec-11	214,672	35,147.50	131,552.50	125,507.50	122,507.50	119,507.50	536,268.75	93,035.00		1,163,526.25
WATER MAINS NON-CALLABLE	ART 43, 2002	19-Dec-12	2,775	26,387.50	25,462.50							51,850.00
WATER MAINS REFINANCED	ART 43, 2002	19-Dec-12	0	8,895.50	8,895.50	34,160.75	32,751.00	31,876.00	139,480.00	40,964.00		297,022.75
WATER SYSTEM	ART 20, 2008	15-Oct-06	411,325	76,325.00	74,325.00	72,325.00	70,325.00	68,412.50	314,000.00	216,000.00		891,712.50
WATER PLANT (WPAT)	ART 34, 2005	14-Dec-06	1,004,884	283,576.01	283,575.58	283,575.80	283,575.88	283,576.00	1,417,880.07	1,134,304.15		3,970,063.49
WATER PLANT (WPAT)	ART 34, 2005	14-Dec-06	132,694	38,370.66	38,370.10	38,371.05	38,370.28	38,370.56	191,852.39	191,852.34	38,370.91	613,928.29
WATER SYSTEM	ART 20, 2003	1-Dec-07	596,536	116,156.26	113,531.26	110,906.26	108,187.51	105,281.26	477,396.90	385,918.75		1,417,378.20
WATER SYSTEM	ART 34, 2005	1-Dec-07	411,875	78,250.00	76,500.00	74,750.00	72,937.50	71,000.00	325,593.75	275,656.25		974,687.50
WATER SYSTEM	ART 41, 2005	1-Dec-07	10,063	5,825.00	5,650.00	5,475.00	5,293.75	5,100.00				27,343.75
WATER SYSTEM	ART 34, 2005	15-Mar-09	30,353	23,350.00	22,800.00	22,200.00	21,600.00	21,000.00				110,950.00
WATER TREATMENT PLANT	ART 34, 2010	22-Dec-11	69,632	21,825.00	21,450.00	21,000.00	20,550.00	20,100.00	87,812.50	59,643.75	42,518.75	294,900.00
WTP GRANULAR CARBON	ART 33, 2010	22-Dec-11	69,500	50,800.00	49,800.00	48,600.00	47,400.00	46,200.00	170,800.00			413,600.00
WATER TREATMENT PLANT	ART 33, 2010	24-Feb-11	59,445	38,400.00	37,500.00	36,600.00	35,700.00	34,800.00	97,200.00			280,200.00
WATER MAINS	ART 31, 2010	19-Dec-12	171,285	42,691.67	40,750.00	39,750.00	38,937.50	38,250.00	179,750.00	155,937.50	135,218.76	671,285.43
WATER TREATMENT PLANT PUMP	ART 44, 2012	19-Dec-12	15,613	18,511.53	17,825.00	12,225.00	11,900.00	11,625.00	43,525.00			115,611.53
TOTAL WATER				1,031,616.63	1,011,717.44	987,676.36	970,765.92	954,328.82	4,233,203.11	2,596,795.49	216,108.42	12,002,212.19
SEWER												
SEWER SO MAIN ST (Betterment) REFI	ART 41, 1999	15-Feb-10	720,014	338,187.50	324,837.50	314,425.00	302,175.00	292,375.00	1,052,100.00			2,624,100.00
SEWER FOREST HILLS (Betterment) RE	ART 13, 2000	15-Feb-10	487,042	230,188.13	224,433.75	211,825.00	203,575.00	196,975.00	710,400.00			1,777,396.88
SEWER SO MAIN ST (Betterment)	ART 41, 1999	22-Dec-11	374,490	261,370.00	251,320.00	242,365.00	236,455.00	228,575.00	1,008,925.00			2,229,010.00
SEWER ROGERS BROOK (Betterment)	ART 42, 1999	22-Dec-01	94,143	64,212.50	62,962.50	61,462.50	59,962.50		252,106.25			559,168.75
SEWER SO MAIN ST (Betterment)	ART 41, 1999	15-Dec-03	1,239,263	152,625.00								152,625.00
SEWER SO MAIN ST (Betterment)	ART 41, 1999	22-Dec-11	323,676	50,462.50	198,087.50	193,437.50	183,862.50	179,362.50	804,981.25	141,575.00		1,751,768.75
SEWER ROGERS BROOK (Betterment)	ART 42, 1999	15-Dec-03	1,472,774	157,712.50								157,712.50
SEWER ROGERS BROOK (Betterment)	ART 42, 1999	22-Dec-11	404,632	59,321.00	211,871.00	207,071.00	200,498.00	192,600.00	1,055,331.25	197,193.75		2,123,886.00
SEWER SO MAIN ST (Bett) NON COLLA	ART 41, 1999	19-Dec-04	11,100	105,550.00	101,850.00							207,400.00
SEWER SO MAIN ST (Betterment)	ART 41, 1999	19-Dec-04	269,857	35,553.00	35,553.00	130,408.50	126,239.00	122,914.00	557,570.00	182,271.00		1,190,508.50
SEWER SO MAIN ST (Betterment)	ART 2A, 2004	15-Oct-06	411,325	76,325.00	74,325.00	72,325.00	70,325.00	68,412.50	314,000.00	216,000.00		891,712.50
SEWER SO MAIN ST (Betterment)	ART 41, 1999	15-Oct-06	1,651,173	305,917.50	297,917.50	299,717.50	291,317.50	288,558.75	1,256,000.00	864,000.00		3,583,428.75
SEWER SO MAIN ST (Betterment)	ART 35, 2004	1-Dec-07	496,950	93,900.00	91,800.00	89,700.00	87,525.00	85,200.00	390,712.50	330,787.50		1,169,625.00
SEWER SO MAIN ST (Betterment)	ART 41, 1999	1-Dec-07	1,813,657	360,331.20	357,018.70	348,618.70	315,387.45	307,056.20	1,439,252.95	1,193,856.17		4,321,521.37
SEWER SO MAIN ST (Betterment)	ART 2A, 2004	1-Dec-07	205,938	39,125.00	38,250.00	37,375.00	36,468.75	35,500.00	162,796.90	137,828.16		487,343.81

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SEWER	Art 33, 2006	15-Mar-09	137,544	30,612.50	30,062.50	29,462.50	28,862.50	28,262.50	108,918.76	88,106.28	15,656.26	359,943.80
SEWER SHAWSHEEN OUTFALL	Art 33, 2007	15-Mar-09	638,344	122,625.00	120,562.50	118,312.50	116,062.50	113,812.50	518,343.76	440,531.28	78,281.26	1,628,531.30
SEWER - DASCOMB ROAD (Betterment)	Art 36, 2007	15-Mar-09	85,113	16,350.00	16,075.00	15,775.00	15,475.00	15,175.00	69,112.50	58,737.50	10,437.50	217,137.50
SEWER KIRKLAND ROAD (Betterment)	Art 41, 2007	15-Mar-09	94,988	22,437.50	22,025.00	21,575.00	21,125.00	20,675.00	74,362.50	58,737.50	10,437.50	251,375.00
SEWER SHAWSHEEN PUMP STATION	Art 64, 2007	15-Mar-09	85,113	16,350.00	16,075.00	15,775.00	15,475.00	15,175.00	69,112.50	58,737.50	10,437.50	217,137.50
SEWER SHAWSHEEN OUTFALL	Art 33, 2008	24-Feb-11	125,101	25,331.26	24,881.26	24,431.26	23,981.26	23,531.26	108,656.30	93,656.30	48,900.02	373,368.92
SEWER	Art 46, 2010	22-Dec-11	62,952	20,975.00	20,600.00	20,150.00	19,700.00	14,325.00	66,462.50	59,643.75	42,518.75	264,375.00
SEWER MAINS	Art 51, 2001	24-Feb-11	83,400	16,887.50	16,587.50	16,287.50	15,987.50	15,687.50	72,437.50	62,437.50	32,600.00	248,912.50
SHAWSHEEN PUMPING STATION	ART 54, 2007	19-Dec-12	68,514	17,076.67	16,300.00	15,900.00	15,575.00	15,300.00	71,900.00	62,375.00	54,087.50	268,514.17
REPAIR SANITARY SEWER	ART 33, 2012	19-Dec-12	43,790	15,320.90	14,662.50	14,262.50	13,937.50	13,662.50	63,712.50	31,187.50	27,043.76	193,789.66
SEWER MAIN CONSTRUCTION	ART 51, 2008	19-Dec-12	102,771	25,615.00	24,450.00	23,850.00	23,362.50	22,950.00	107,850.00	93,562.50	81,131.26	402,771.26
SEWER MAIN CONSTRUCTION	ART 32, 2012	19-Dec-12	171,285	42,691.67	40,750.00	39,750.00	38,937.50	38,250.00	179,750.00	155,937.50	135,218.76	671,285.43
SEWER INFRASTRUCTURE VEHICLE	ART 37, 2012	19-Dec-12	34,797	43,497.36	41,875.00	35,475.00	34,500.00	33,675.00	95,775.00			284,797.36
TOTAL SEWER				2,746,551.19	2,675,132.71	2,599,736.96	2,496,771.96	2,406,472.71	10,610,569.92	4,527,161.69	546,750.07	28,609,147.21
TOTAL ENTERPRISE				3,778,167.82	3,686,850.15	3,587,413.32	3,467,537.88	3,360,801.53	14,843,773.03	7,123,957.18	762,858.49	40,611,359.40
GENERAL FUND NON-EXEMPT												
SCHOOL DEBT												
SCHOOL BUILDINGS	ART 28-2 2002	15-Dec-03	269,290	63,085.00								63,085.00
SCHOOL BUILDINGS	ART 28-2 2002	22-Dec-11	48,183	9,720.00	72,760.00	66,900.00	65,100.00	63,300.00	61,200.00			338,980.00
WEST EL - ASBESTOS	ART 12, 2002	15-Dec-03	433,975	101,750.00								101,750.00
WEST EL - ASBESTOS	ART 12, 2002	22-Dec-11	77,560	15,670.00	114,170.00	111,170.00	108,170.00	102,215.00	95,880.00			547,275.00
COLLINS CTR HVAC ADV REF NC	ART 29, 2004	19-Dec-12		38,500.00	37,100.00	35,700.00						111,300.00
COLLINS CTR HVAC	ART 29, 2004	19-Dec-12		4,562.00	4,562.00	4,956.00	39,025.00	37,800.00	54,250.00			145,155.00
SCHOOL RENOVATIONS ADV REF NC	ART 11, 2005	19-Dec-12		55,000.00	53,000.00	51,000.00						159,000.00
SCHOOL RENOVATIONS	ART 11, 2005	19-Dec-12		18,700.00	18,700.00	18,700.00	67,950.00	66,200.00	296,100.00	143,100.00		629,450.00
WEST EL - ASBESTOS	ART 12, 2002	15-Oct-06	74,865	14,865.00	14,465.00	14,065.00	13,665.00	13,262.50	60,800.00	31,800.00		162,942.50
SCHOOL HVAC	ART 46, 2006	1-Dec-07	61,915	17,892.50	17,437.50	16,982.50	16,511.25	16,007.50	76,903.75			161,735.00
WEST EL - ASBESTOS	ART 12, 2002	1-Dec-07	25,531	6,806.26	6,631.26	6,456.26	6,275.01	6,081.26	27,465.65			59,715.70
SCHOOL RENOVATIONS	ART 17, 2006	1-Dec-07	71,194	20,418.76	19,893.76	19,368.76	18,825.01	18,243.76	82,396.90			179,146.95
SCHOOL RENOVATIONS	ART 11, 2005	1-Dec-07	147,050	46,662.50	45,437.50	44,212.50	42,943.75	41,587.50	164,793.75			385,637.50
SCHOOL RENOVATIONS	ART 17, 2006	15-Mar-09	345,606	72,823.76	71,558.76	70,178.76	68,798.76	67,418.76	302,212.54	254,475.02		907,466.36
SCHOOL ROOF	ART 17, 2007	15-Mar-09	590,325	123,990.00	121,845.00	119,505.00	117,165.00	114,825.00	528,925.00	428,025.00		1,554,280.00
SCHOOL RENOVATIONS	ART 28, 2007	15-Mar-09	182,813	39,343.76	38,656.26	37,906.26	37,156.26	36,406.26	165,125.04	129,406.26		484,000.10
LOVELY FIELD RENOVATIONS	ART 29, 2008	15-Mar-09	44,625	29,937.50	29,250.00	28,500.00	27,750.00	22,000.00	21,000.00			158,437.50
SCHOOL ROOF	ART 15, 2007	15-Feb-10	574,400	130,500.00	127,800.00	124,400.00	120,400.00	117,200.00	533,600.00	437,900.00	76,500.00	1,668,300.00
SCHOOL REMODELING	ART 28, 2007	15-Feb-10	110,919	24,618.75	24,112.50	23,475.00	22,725.00	22,125.00	100,800.00	85,500.00	15,300.00	318,656.25
SCHOOL REPAIRS	ART 27, 2008	15-Feb-10	378,150	88,468.75	86,612.50	84,275.00	81,525.00	79,325.00	346,500.00	285,000.00	51,000.00	1,102,706.25
SCHOOL REMODELING	ART 28, 2007	24-Feb-11	112,881	29,825.00	24,225.00	23,775.00	23,325.00	22,875.00	105,375.00	90,375.00	31,931.26	351,706.26
SCHOOL REPAIRS	ART 27, 2008	24-Feb-11	308,553	72,200.00	70,850.00	69,500.00	68,150.00	66,800.00	297,200.00	241,000.00	85,150.00	970,850.00
SCHOOL REPAIRS	ART 56, 2009	24-Feb-11	331,825	73,806.26	72,456.26	71,106.26	69,756.26	68,406.26	315,031.30	270,031.30	90,356.26	1,030,950.16
SCHOOL RENOVATIONS	ART 41, 2010	24-Feb-11	834,003	168,875.00	165,875.00	162,875.00	159,875.00	156,875.00	724,375.00	624,375.00	326,000.00	2,489,125.00
SCHOOL REMODELING	ART 16, 2011	22-Dec-11	276,258	75,137.50	73,887.50	72,387.50	70,887.50	64,462.50	299,081.25	268,396.90	191,334.40	1,115,575.05
WEST MIDDLE SCHOOL	ART 17, 2011	22-Dec-11	192,742	52,887.50	52,012.50	50,962.50	49,912.50	48,862.50	226,243.75	178,931.25	127,556.25	787,368.75
SCHOOL ROOF REPAIRS	ART 41, 2010	22-Dec-11	154,369	44,187.50	43,437.50	42,537.50	41,637.50	35,812.50	166,156.25	149,109.40	106,296.90	629,175.05
VETERANS WAR MEMORIAL AUDITORIUM	ART 58, 2009	24-Feb-11	260,108	57,062.50	56,012.50	54,962.50	53,912.50	52,862.50	233,512.50	187,312.50	97,800.00	793,437.50
SCHOOL BUILDING RENOVATIONS	ART 25, 2012	19-Dec-12	288,714	107,326.74	102,712.50	99,912.50	97,637.50	95,712.50	422,662.50	360,750.00		1,286,714.24
WEST MIDDLE SCHOOL REPAIRS	ART 38, 2012	19-Dec-12	174,314	48,670.07	46,512.50	45,312.50	44,337.50	43,512.50	184,812.50	155,937.50	135,218.76	704,313.83
TOTAL SCHOOL				1,653,292.61	1,611,973.30	1,571,082.30	1,533,416.30	1,480,198.80	5,892,402.68	4,321,425.13	1,334,443.83	19,398,234.95
STREET												
RED SPRING ROAD BRIDGE NON COL	ART 25, 2003	19-Dec-12	1,480	40,740.00								40,740.00
BRIDGE CONSTRUCTION	ART 54, 2005	15-Oct-06	86,665	25,465.00	24,665.00	14,065.00	13,665.00	13,282.50	60,800.00	31,800.00		183,742.50
STORM DRAINS	ART 50, 2008	15-Mar-09	42,556	8,175.00	8,037.50	7,887.50	7,737.50	7,587.50	34,556.26	29,368.78	5,218.76	108,568.80
HIGHWAY	ART 74, 1999	15-Feb-10	13,668	55,893.75								55,893.75
MAIN ST DEVELOPMENT	ART 48, 2002	15-Feb-10	47,580	36,687.50	35,675.00	34,400.00	32,900.00	31,700.00	25,625.00			196,987.50
BRIDGE CONSTRUCTION	ART 52, 2007	24-Feb-11	378,477	8,225.00	8,075.00	7,925.00	7,775.00	7,625.00	35,125.00	30,125.00	10,643.76	115,518.76
BRIDGE CONSTRUCTION	ART 32, 2008	24-Feb-11	154,581	38,268.76	32,518.76	31,918.76	31,318.76	30,718.76	141,593.80	121,593.80	48,231.28	476,162.68
BRIDGE REPAIR	ART 24, 2011	22-Dec-11	30,472	7,737.50	7,612.50	7,462.50	7,312.50	7,162.50	33,231.25	29,821.90	21,259.40	121,600.05
PARKING LOT	ART 25, 2011	22-Dec-11	16,984	12,018.76	6,843.76	6,693.76	6,543.76	6,393.76	29,387.55	21,053.15		88,934.50
DRAINAGE	ART 33, 2011	22-Dec-11	60,944	15,475.00	15,225.00	14,925.00	14,625.00	14,325.00	66,462.50	59,643.75	42,518.75	243,200.00
DRAINAGE (HIGH PLAIN)	ART 26, 2011	22-Dec-11	6,024	16,500.00	16,125.00	15,675.00	15,225.00					63,525.00
SURFACE DRAIN CONSTRUCTION	ART 50, 2008	19-Dec-12	109,478	24,487.50	24,037.50	23,587.50	23,137.50	22,687.50	104,437.50	84,437.50	32,600.00	339,412.50
BRIDGE REPAIR	ART 32, 2008	19-Dec-12	68,514	17,076.67	16,300.00	15,900.00	15,575.00	15,300.00	71,900.00	62,375.00	54,087.50	268,514.17
STORM DRAINAGE	ART 33, 2012	19-Dec-12	34,257	8,538.33	8,150.00	7,950.00	7,787.50	7,650.00	35,950.00	31,187.50	27,043.76	134,257.09
HIGH PLAIN/FISHBROOK	ART 42, 2012	19-Dec-12	332,112	110,168.13	105,362.50	102,562.50	100,287.50	98,362.50	459,612.50	320,537.50	135,218.76	1,432,111.89
TOTAL STREET				425,456.90	308,627.52	290,952.52	283,890.02	262,795.02	1,098,681.36	821,943.88	376,821.97	3,869,169.19

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MUNICIPAL FACILITIES											
PUBLIC BUILDINGS	ART 28-1, 2002	15-Dec-03	34,943	8,140.00							8,140.00
TOWN BUILDINGS	ART 28-1, 2002	22-Dec-11	6,379	1,280.00	9,160.00	8,920.00	8,680.00	8,440.00	8,160.00		44,640.00
BRIDGES/BUILDINGS	ART 32, 2001	15-Dec-03	328,689	76,312.50							76,312.50
BRIDGES/BUILDINGS	ART 32, 2001	22-Dec-11	57,880	11,720.00	85,595.00	83,345.00	81,095.00	78,845.00	69,360.00		409,960.00
TOWN HVAC	ART 46, 2006	1-Dec-07	75,073	22,945.00	22,350.00	21,755.00	21,138.75	20,480.00	87,890.00		196,558.75
TOWN BUILDING RENOVATION	ART 27, 2007	15-Mar-09	93,156	22,575.00	22,162.50	21,712.50	21,262.50	20,812.50	88,918.76	56,550.00	253,993.76
TOWN BUILDING RENOVATION	ART 28, 2007	15-Mar-09	119,138	24,087.50	23,675.00	23,225.00	22,775.00	22,325.00	101,481.26	80,918.78	308,925.04
PUBLIC SAFETY (NON EXEMPT PORT)	ART 10, 2002	15-Mar-09	30,901	6,248.26	6,141.00	6,024.00	5,907.00	5,790.00	25,746.58	21,698.42	79,903.70
TOWN BUILDINGS	ART 27, 2007	15-Feb-10	148,238	37,906.25	32,150.00	31,300.00	30,300.00	29,500.00	134,400.00	114,000.00	429,956.25
TOWN BUILDING REMODELING	ART 55, 2009	24-Feb-11	250,061	56,950.00	55,900.00	54,850.00	53,800.00	52,750.00	242,750.00	202,750.00	783,612.50
TOWN BUILDING REPAIRS	ART 42, 2010	22-Dec-11	41,767	14,312.50	14,062.50	13,762.50	13,462.50	13,162.50	60,650.00	34,878.15	185,550.05
TOWN BUILDING REPAIRS	ART 34, 2011	22-Dec-11	152,361	38,687.50	38,062.50	37,312.50	36,562.50	35,812.50	166,156.25	149,109.40	608,000.05
FIRE STATION PLANNING	ART 34, 2009	22-Dec-11	8,032	22,000.00	21,500.00	20,900.00	20,300.00				84,700.00
DPW VEHICLES	ART 40, 2010	22-Dec-11	10,057	27,500.00	26,875.00	26,125.00	25,375.00				105,875.00
TOWN BUILDING REPAIRS	ART 27, 2007	22-Dec-11	30,472	7,737.50	7,612.50	7,462.50	7,312.50	7,162.50	33,231.25	29,821.90	121,600.05
BLANCHARD BALLFIELDS	ART 57, 2009	22-Dec-11	68,857	33,375.00	32,750.00	32,000.00	31,250.00	25,575.00	117,550.00	84,212.50	356,712.50
BLANCHARD ST BALLFIELDS	ART 57, 2009	24-Feb-11	23,015	12,800.00	12,500.00	12,200.00	11,900.00	6,600.00	30,000.00	10,600.00	96,600.00
TOWN BUILDING RENOVATIONS	ART 27, 2007	19-Dec-12	53,235	22,384.93	21,437.50	20,837.50	20,350.00	19,937.50	92,787.50	55,500.00	253,234.93
PLAYGROUND REPLACEMENTS	ART 23, 2012	19-Dec-12	53,342	22,492.15	21,537.50	20,937.50	20,450.00	20,037.50	93,287.50	54,600.00	253,342.15
TOWN BUILDING REMODELING	ART 24, 2012	19-Dec-12	111,905	44,917.29	43,012.50	41,812.50	40,837.50	40,012.50	162,562.50	138,750.00	511,904.79
BALMORAL FENCE/MASONRY	ART 28, 2012	19-Dec-12	31,384	14,583.75	13,975.00	13,575.00	13,250.00	12,975.00	60,275.00	27,750.00	156,383.75
FIRE COMMUNICATIONS	ART 31, 2012	19-Dec-12	31,707	31,969.44	30,750.00	29,750.00	28,937.50	23,250.00	87,050.00		231,706.94
TECHNOLOGY HARDWARE	ART 22, 2012	19-Dec-12	265,783	235,795.76	226,637.50	219,437.50	213,587.50	208,637.50	761,687.50		1,865,783.26
TECHNOLOGY SOFTWARE	ART 22, 2012	19-Dec-12	113,938.89	110,000.00	106,000.00	102,750.00					432,688.89
TOTAL MUNICIPAL FACILITIES			910,659.22	877,846.00	853,244.00	831,283.25	652,105.00	2,423,944.10	1,061,139.15	245,864.14	7,856,084.86
PUBLIC SAFETY											
FIRE TRUCK NON CALLABLE	ART 31, 2004	19-Dec-12	4,440	42,220.00	40,740.00						82,960.00
FIRE TRUCK REFINANCED	ART 31, 2004	19-Dec-12	0	6,924.00	6,924.00	47,112.00	45,100.00	43,700.00	75,250.00		225,010.00
AMBULANCE	ART 30, 2010	22-Dec-11	14,157	58,850.00	57,475.00	55,825.00					172,150.00
FIRE TRUCK	ART 37, 2006	1-Dec-07	120,813	39,637.50	38,587.50	37,537.50	36,450.00	35,287.50	129,393.75		316,893.75
TOTAL PUBLIC SAFETY			147,631.50	143,726.50	140,474.50	81,550.00	78,987.50	204,643.75	0.00	0.00	797,013.75
LAND ACQUISITION											
LAND ACQUISITION NC	ART 23, 2002	1-Dec-12	0	52,775.00	50,925.00						103,700.00
LAND ACQUISITION REFINANCE	ART 23, 2002	1-Dec-12	50,000	17,767.00	17,767.00	67,903.50	65,490.00	63,740.00	270,300.00	92,010.00	594,977.50
LAND ACQUISITION NON CALLABLE	ART 32, 2000	15-Jun-03	8,880	84,440.00	81,480.00						165,920.00
LAND ACQUISITION REFINANCE	ART 32, 2000	15-Jun-03	0	24,798.50	24,798.50	99,609.25	96,395.00	88,870.00	402,350.00	89,155.00	825,976.25
LAND ACQUISITION	ART 12, 2001	15-Jun-03	421,465	87,640.00	85,240.00	82,840.00	80,440.00	78,145.00	334,400.00	174,900.00	923,605.00
LAND ACQUISITION	ART 23, 2002	15-Jun-03	22,000	11,400.00	11,000.00	10,600.00	10,200.00				43,200.00
16 PEARSON ST	ART 3A, 2007	15-Jun-03	171,081	37,281.26	36,406.26	35,531.26	34,625.01	33,656.26	153,578.15	86,550.00	417,628.20
18 PEARSON ST	ART 4A, 2007	15-Jun-03	148,850	30,475.00	29,775.00	29,075.00	28,350.00	27,575.00	126,112.50	86,550.00	357,912.50
37 PEARSON ST	ART 5A, 2007	15-Jun-03	189,063	43,181.26	37,218.76	36,343.76	35,437.51	34,468.76	157,640.65	108,187.51	452,478.21
15 BLANCHARD ST	ART 51, 2007	15-Jun-03	864,938	164,325.00	160,650.00	156,975.00	153,168.75	149,100.00	683,746.90	578,878.16	2,046,843.81
LAND ACQUISITION	ART 12, 2001	15-Jun-03	37,477	8,225.00	8,075.00	7,925.00	7,775.00	7,625.00	35,125.00	30,125.00	115,518.76
LAND ACQUISITION FOSTERS POND	ART 55, 2010	15-Jun-03	84,885	22,187.50	21,737.50	16,287.50	15,987.50	15,687.50	72,437.50	62,437.50	259,362.50
LAND ACQUISITION BLANCHARD ST	ART B1, 2011	15-Jun-03	116,580	24,893.76	24,443.76	23,993.76	23,543.76	23,093.76	106,468.80	91,468.80	355,712.66
TOTAL LAND ACQUISITION			609,389.28	589,516.78	567,084.03	551,412.53	521,961.28	2,342,159.50	1,400,261.97	81,050.02	6,662,835.39
LANDFILL CLOSURE											
LANDFILL	ART 44, 1999	15-Oct-06	188,663	37,162.50	36,162.50	35,162.50	34,162.50	33,206.25	152,000.00	79,500.00	407,356.25
LANDFILL	ART 44, 1999	22-Dec-11	91,417	23,212.50	22,837.50	22,387.50	21,937.50	21,487.50	99,693.75	89,465.65	364,800.05
LANDFILL	ART 44, 1999	22-Dec-11	91,417	23,212.50	22,837.50	22,387.50	21,937.50	21,487.50	99,693.75	89,465.65	364,800.05
LANDFILL	ART 44, 1999	22-Dec-11	30,472	7,737.50	7,612.50	7,462.50	7,312.50	7,162.50	33,231.25	29,821.90	121,600.05
LANDFILL	ART 44, 1999	22-Dec-11	30,472	7,737.50	7,612.50	7,462.50	7,312.50	7,162.50	33,231.25	29,821.90	121,600.05
DEPARTMENTAL EQUIPMENT	ART 02, 2008	15-Feb-10	147,935	141,750.00	137,700.00	132,600.00	126,600.00	121,800.00			660,450.00
DEPARTMENTAL EQUIP	ART 23, 2011	22-Dec-11	24,095	66,000.00	64,500.00	62,700.00	60,900.00				254,100.00
REC PARK LIGHTING	ART 48, 2008	15-Feb-10	16,843	12,312.50	11,975.00	11,550.00	11,050.00	10,650.00	10,250.00		67,787.50
TOTAL GENERAL FUND NON-EXEMPT			319,125.00	311,237.50	301,712.50	291,212.50	222,956.25	428,100.00	318,075.10	170,075.10	2,362,493.95
GRAND TOTAL			4,065,554.51	3,842,927.60	3,724,549.85	3,572,764.60	3,219,003.85	12,389,931.39	7,922,845.23	2,208,255.06	40,945,832.09
			12,780,319.15	12,189,174.51	11,782,254.43	10,432,739.99	9,220,146.64	37,746,761.02	1,945,327.35	6,791,805.77	120,964,389.87

STATEMENT FOR THE TWELVE MONTHS ENDING June 30, 2013

1-Jul-2012	PRINCIPAL FUND	30-Jun-2013
\$0.00	Gain/Loss from Sales of Securities	-\$2,321.74
\$211,232.30	Transfers to/from Operating accts	\$18,972.75
\$40,524.50	Decrease from Sales of Bonds	\$0.00
\$0.00	Adjustment to lower of Cost/Market	\$0.00
		Money Market Fund (CBPF)
		Securities @ Book
		Bonds @ Book
		Res. for Cost/Mkt.
\$251,756.80	Increase	\$16,651.01
		\$268,407.81
	OPERATING ACCOUNTS	
	(RESERVE FUND & CASH ACCOUNTS)	
	INCOME	
	Capital Gains - MFs	\$0.00
	Gain/(Loss) - Sale of Securities	-\$2,321.74
	Stock Dividends - Foreign	\$1,604.36
\$0.00	Dividends Received	\$5,573.31
\$3,708.28	Interest Received-Bonds/Notes	\$1,035.00
\$22,769.93	Interest Received-Broker/MM	\$1.32
	Other income - cap.gain dist.	\$0.01
	Other income	
	Foreign tax withheld	-\$109.67
\$26,478.21	Income Total	\$5,782.59
		\$7,165.97
	EXPENSES	
	Foreign Taxes - paid	
	Andover High School Projects 2012-2013	
	Prin Discretionary Fund (\$4000)	\$3,350.00
	Finch Kits	\$960.56
	Sustainable Andover	\$500.00
	M Reidy - Robotics	\$1,250.00
	Total AHS Exp	\$6,060.56
	Accrued interest (exp)	\$77.50
	Misc.Operating Expenses	\$11.00
	Punchard Plaque	\$595.76
	Investment Counsel Fees	\$1,549.00
	Printing/Copying	
	Honorarium	
	Computer software QBPro2012	
	Brokerage fees/taxes	\$150.00
	Fee	
	Expense Total	\$8,443.82
	Net Ordinary Income	-\$2,661.23
	Net Income	-\$2,661.23
\$278,235.01	TOTAL PRINCIPAL AND OPERATING ACCOUNTS	\$275,573.78

TRUSTEES OF PUNCHARD FREE SCHOOL
ANDOVER, MASSACHUSETTS 01810

CAPITAL ACCOUNT
FY 2013
SECURITIES BOUGHT AND SOLD
Twelve MONTHS ENDING - June 30, 2013

				PROCEEDS	COST	GAIN/(LOSS)
				STOCKS & MUTUAL FUNDS		
BEGINNING BOOK VALUE - 7/1/2012				211,232.30		
LESS: STOCKS/MUTUAL FUNDS- Sold/Exchanged						
7/10/2012	Sold	300.000 shs	Koninkluke Philips @19.459331	5,793.41	8,949.65	-3,156.24
7/23/2012	Sold	300.000 shs	Walgreen Co. @34.0246	10,162.90	8,430.65	1,732.25
8/7/2012	Sold	200.000 shs	Hewlett Packard Co. @17.490600	3,472.79	8,530.85	-5,058.06
3/21/2013	Sold	100.000 shs	CVS Caremark @53.873	5,368.93	3,160.42	2,208.51
3/21/2013	Sold	100.000 shs	Unilever PLC	4,105.86	2,154.06	1,951.80
Total Sold				\$28,903.89	\$31,225.63	-2,321.74
ADD: STOCKS/MUTUAL FUNDS - Acquired						
7/10/2012	Bought	500.000 shs	ABB LTD SPON ADR @16.388295	Cost 8,249.40		
8/7/2012	Bought	500.000 shs	Cisco Sysems Inc @15.700400	7,905.45		
1/25/2013	Bought	300.000 shs	Microsoft Corp @27.327	8,198.19		
3/21/2013	Bought	100.000 shs	Occidental Petroleum@82.517	\$8,269.95		
Total Acquired				\$32,622.99		
BOOK VALUE 06/30/2013				212,629.66		
=====						
				BONDS/NOTES		
BEGINNING BOOK VALUE - 7/1/2012				\$40,524.50		
LESS: BONDS/NOTES - Sold/Matured/Redeemed						
=====						
TOTAL Sold/Matured				\$0.00		
ADD: BONDS/NOTES - Acquired						
12/12/2012	Bought		JP Morgan Chase Bond Rate 2.000%	15,253.65		
=====						
TOTAL Acquired				\$15,253.65		
Gain/loss				\$0.00		
BOOK VALUE - 6/30/2013				\$55,778.15		
=====						
TOTAL SECURITIES/MUTUAL FUNDS @ BOOK VALUE - 06/30/2013				\$268,407.81	Gain/(Loss)	
RESERVE FOR LOWER OF COST/MARKET VALUE				\$0.00		-\$2,321.74
TOTAL SECURITIES/MUTUAL FUNDS @ ADJ. BOOK VALUE - 06/30/2013				\$268,407.81		
Broker - Cash/MM Reserve and Principal Funds- 06/30/2013				\$5,244.01	✓	
TDBN Checking account 06/30/2013				\$1,921.96	✓	
=====						
TOTAL VALUE OF ASSETS - 06/30/2013				\$275,573.78		

TRUSTEES OF PUNCHARD FREE SCHOOL
ANDOVER, MASSACHUSETTS

FUNDS ANALYSIS AS OF: June 30, 2013

Revised 8/21/13

CAPITAL ACCOUNT

PRINCIPAL FUND		Book Value as of 1-Jul-2012	Book Value as of 30-Jun-2013	Market Value as of 30-Jun-2013	Market Value Over/(Under) Book Value as of 30-Jun-2013
CASH					
Money Market Funds		\$ 22,769.93	\$ 5,244.01	\$ 5,244.01	-----
STOCKS & BONDS					
500.000 Shs ABB LTD Spon Adr (Bought 7/10/2012 Cost 8,249.40)		0	\$ 8,249.40	\$10,830.00	\$2,580.60
200.000 Shs Abbott Labs (Bought 8/11/2011)	\$ 4,689.66	\$ 4,689.66	\$ 6,976.00	\$2,286.34	
200.000 Shs Abbvie Inc. (Spun off Abbott Labs 1/2/2013)	\$ 5,085.53	\$ 5,085.53	\$ 8,268.00	\$3,182.47	
200.000 Shs Anadarko Petroleum Corp	\$ 8,922.47	\$ 8,922.47	\$ 17,186.00	\$ 8,263.53	
300.000 Shs Analog Devices (Bought 4/29/10; cost 9436.46)	\$ 9,436.46	\$ 9,436.46	\$ 13,518.00	\$ 4,081.54	
200.000 Shs Barrick Gold Inc (Bought 9/4/2009; Cost \$7020.21)	\$ 7,020.21	\$ 7,020.21	\$ 3,148.00	\$ (3,872.21)	
500.000 Shs. Cisco Systems Inc (Bought 8/2/2012 Cost 7,905.45)	\$ -	\$ 7,905.45	\$ 12,167.50	\$ 4,262.05	
500.000 Shs Corning Inc (Bought 8/18/09; Cost \$8190.25)	\$ 8,190.25	\$ 8,190.25	\$ 7,115.00	\$ (1,075.25)	
200.000 Shs CVS (sold 100 shs 3/21/2013) 200 shs left	\$ 9,481.25	\$ 6,320.83	\$ 11,436.00	\$ 5,115.17	
150.000 Shs Devon Energy Corp (Bought 10/15/2010)	\$ 9,987.74	\$ 9,987.74	\$ 7,782.00	\$ (2,205.74)	
300.000 Shs Diebold Inc (Bought 8/18/2011)	\$ 8,409.45	\$ 8,409.45	\$ 10,107.00	\$ 1,697.55	
600.000 Shs General Electric	\$ 15,021.05	\$ 15,021.05	\$ 13,914.00	\$ (1,107.05)	
200.000 Shs Glaxo Smithkline PLC	\$ 11,099.25	\$ 11,099.25	\$ 9,994.00	\$ (1,105.25)	
300.000 Shs. Honeywell Intl. Inc.	\$ 10,673.98	\$ 10,673.98	\$ 23,802.00	\$ 13,128.02	
300.000 Shs Intl Paper Co.	\$ 10,173.46	\$ 10,173.46	\$ 13,293.00	\$ 3,119.54	
250.000 Shs Marathon Oil Corp MBO	\$ 4,991.38	\$ 4,991.38	\$ 8,645.00	\$ 3,653.62	
250.000 Shs Merck & Co (Bought 5/21/10; cost 8196.20)	\$ 8,196.20	\$ 8,196.20	\$ 11,612.50	\$ 3,416.30	
300.000 Shs Microsoft Corp. (Bought 1/22/2013 cost 8,198.19)	\$ -	\$ 8,198.19	\$10,363.50	\$2,165.31	
200.000 Shs Novartis AG	\$ 11,690.87	\$ 11,690.87	\$ 14,142.00	\$ 2,451.13	
100.000 Shs Occidental Petroleum	\$ -	\$ 8,269.95	\$ 8,923.00	\$ 653.05	
200.000 Shs Paccar Inc (Bought 1/27/2012)	\$ 8,921.79	\$ 8,921.79	\$ 10,732.00	\$ 1,810.21	
400.000 Shs Pfizer	\$ 10,219.25	\$ 10,219.25	\$ 11,204.00	\$ 984.75	
500.000 Shs Talisman Energy (Bought 2/28/2012)	\$ 7,149.40	\$ 7,149.40	\$ 5,715.00	\$ (1,434.40)	
300.000 Shs. Unilever PLC (Sold 100.000 Shs 3/21/2013) 300.000 shs left	\$ 8,616.25	\$ 6,462.19	\$ 12,135.00	\$ 5,672.81	
400.000 Shs Weyerhaeuser Co (Bought 12/23/2010)	\$ 7,345.25	\$ 7,345.25	\$ 11,396.00	\$ 4,050.75	
20000.000 Units Air Gas Inc Corp bonds	\$ 20,473.45	\$ 20,473.45	\$ 20,801.80	\$ 328.35	
20000.000 Heinz H J Corp Bond (bought 6/19/12)	\$ 20,051.05	\$ 20,051.05	\$ 19,000.00	\$ (1,051.05)	
15000.000 J P Morgan Chase Bond Rate 2% (Bought 11/19/2012)	\$ -	\$ 15,253.65	\$ 14,886.75	\$ (366.90)	
300.000 Shs Koninluke Philips EL (Sold 7/10/2012)	\$ -	\$ -	\$ -	\$ -	
200.000 Shs Hewlett Packard (Sold 8/7/2012)	\$ -	\$ -	\$ -	\$ -	
300.000 Shs Walgreen Co (sold 7/26/2012)	\$ -	\$ -	\$ -	\$ -	
250.000 Shs Encana Corp (Bought 5/21/10; cost 8287.65) sold 1/12/2012	\$ -	\$ -	\$ -	\$ -	
125.000 Shs Marathon Petroleum MPC	\$ -	\$ -	\$ -	\$ -	
300.000 Shs Koninluke Philips EL (Sold 7/10/2012)	\$ 8,949.65	\$ -	\$ -	\$ -	
300.000 Shs Walgreen Co (sold 7/26/2012) 0	\$ 8,430.65	\$ -	\$ -	\$ -	
200.000 Shs Hewlett Packard (Sold 9/20/2012)	\$ 8,530.85	\$ -	\$ -	\$ -	
	\$ 3,160.42				
TOTAL STOCKS & BONDS		\$ 254,917.22	\$ 268,407.81	\$ 329,093.05	\$ 60,685.24
TOTAL MONEY MARKET & SECURITIES		\$ 277,687.15	\$ 273,651.82	\$ 334,337.06	
Reserve for Lower of Cost /Market		\$ -	\$ -	\$ -	\$ -
Change in value of outside assets/accruals				\$ 229.63	
Accrued Interest					
TOTAL PRINCIPAL FUND		\$ 277,687.15	\$ 273,651.82	\$ 334,566.69	\$ 60,685.24
CHECKING ACCOUNT - Banknorth		\$ 3,708.28	\$ 1,921.96	\$ 15,382.52	\$ -
TOTAL FUNDS 9/30/2012		\$ 281,395.43	\$ 275,573.78	\$ 349,949.21	\$ 60,685.24

TRUSTEES OF PUNCHARD FREE SCHOOL

CAPITAL ACCOUNT

ROLL FORWARD ANALYSIS FOR NINE MONTHS 01Jul12-30Jun2013

	UBS Securities at book	UBS Bonds at book	UBS MM Funds CBResFunds	TDBN Checking Account	Income 1-Jul-2012 to 30-Jun-2013	Expenses 1-Jul-2012 to 30-Jun-2013	Total Capital Account	Net Income 1-Jul-2012 to 30-Jun-2013
7/1/2012 BOOK VALUE	\$211,232.30	\$40,524.50	\$22,769.93	\$3,708.28			\$278,235.01	
INCOME								
Capital Gains - MFs					\$0.01			
Bond/note interest					\$1,035.00			
Interest Earned MM Fund					\$1.32			
Stock Dividends					\$5,573.31			
Foreign dividends					\$1,604.36			
Royalty income								
Realized Investment Gain/(Loss)					-\$2,321.74			
Other inc								
Purchase of Stock	\$32,622.99							
Sale of Stock	-\$31,225.63							
Sale of Bonds								
Purchase of Bonds		15,253.65						
Foreign tax withheld								
DEDUCTIONS								
Foreign taxes Paid					(109.67)			
High School Projects 11/12						\$6,060.56		
Investment Counsel Fees						\$1,549.00		
Misc'l. Operating Expense						\$11.00		
Postage								
Punchard Plaque						\$595.76		
Printing/Copies								
Computer software QBPro2012								
Accrued interest						\$77.50		
Taxable interest								
Brokerage Fees/Taxes						\$150.00		
Other Income/Expense Fee (misc)								
06/30/2013 BOOK VALUE	\$212,629.66	\$55,778.15	\$5,244.01	\$1,921.96	\$5,782.59	\$8,443.82	\$275,573.78	-\$2,861.23

TRUSTEES OF PUNCHARD FREE SCHOOL
ANDOVER, MASSACHUSETTS 01810

SCHOLARSHIP ACCOUNT

SECURITIES BOUGHT AND SOLD
TWELVE MONTHS ENDED - June 30, 2013

	PROCEEDS	COST	GAIN/(LOSS)
STOCKS & MUTUAL FUNDS			
BEGINNING BOOK VALUE - 7/1/2012		\$222,343.52	
	Corrected to:	\$215,770.35	
LESS: STOCKS/MUTUAL FUNDS- Sold/Exchanged			
5762.9 5779.990 Shs Franklin US Gov Securities CIA	\$ 39,591.32	37,189.00	\$2,402.32
1582.6 2,578.907 Shs. AMERICAN BALANCED FUND Class A	\$ 32,000.00	28,015.00	\$3,985.00
132.28 885,319 Shs. CAPITAL INCOME BUILDER FUND	\$ 7,000.00	6,951.31	\$48.69
1321.5 1325.311 Shs Franklin US Gov Securities CI A	\$ 9,078.50	8,510.27	\$568.23
827.36 828.272 Shs Income Fund of America CI F-1	\$ 14,884.13	14,983.42	-\$99.29
2738 4,100.601 Shs. PIONEER HIGH YIELD/ TROW FUND Class A	\$ 27,000.00	19,373.73	\$7,626.27
			\$0.00
TOTAL Sold	\$ 129,553.95	\$ 115,022.73	\$14,531.22
ADD: STOCKS/MUTUAL FUNDS - Acquired			
1490.313 shs Berwyn Income Fund	\$ 20,000.00		
695.41 Shs FPA Crescent portfolio	\$ 20,000.00		
433.276 Shs Hennessy Gas Utility Index Fund(former name:FBR)	\$ 10,000.00		
1724.138 Shs Lord Abbett Short Duration Income Fund Class F	\$ 8,000.00		
784.109 Shs Yackman Fund Service Class	\$ 15,000.00		
709.723 Shs Matthews Asia Dividend Fund Investor Class	\$ 10,000.00		
1336.898 Shs Pioneer Strategic Income Fund Class Z	\$ 15,000.00		
345.543 Shs The Osterweis Fund	\$ 10,000.00		
902.428 Shs Templeton Global Bond Fund Advisor Class	\$ 12,000.00		
1490.313 Shs Berwyn Income Fund	\$ 20,000.00		
3819.91 Shs Franklin Income Fund Advisor Class	\$ 8,000.00		
567.779 Shs Matthews Asia Dividend Fund Investor Class	\$ 8,000.00		
890.472 Shs Pioneer Strategic Income Fund Class Z	\$ 10,000.00		
749.625 Shs Templeton Global Bond Fund Advisor Class	\$ 10,000.00		
TOTAL Acquired	\$ 176,000.00		
BOOK VALUE - 6/30/2013		276,747.62	
=====			
Broker - Cash/MM Reserve Funds 6/30/2013		\$7,692.35	
Federated Capital Reserve MM Account - TROW - 6/30/2013		\$8,997.15	
=====			
TOTAL VALUE OF ASSETS - 6/30/2013		\$293,437.12	

SPECIAL TOWN MEETING – FEBRUARY 11, 2013

**WARRANT ARTICLE
NUMBER & DESCRIPTION**

**ACTION
TAKEN**

- | | |
|--|----------|
| 1. Bancroft Elementary School Project - Amendment
Without Contingent Debt Exemption | Approval |
|--|----------|
-

SPECIAL TOWN MEETING WARRANT – February 11, 2013

Agreeably to a warrant signed by the Selectmen, on January 14, 2012, notifying and warning the Inhabitants of said Town who are qualified to vote in the Town Affairs to meet and assemble in the J. Everett Collins Center at Andover High School, Shawsheen Road, in said Andover, on

Monday February 11, 2013

at seven o'clock P.M. to act upon the following article:

Pursuant to the foregoing Warrant, I, the subscriber, one of the Constables of the Town of Andover, have notified the Inhabitants of said Town to meet at the time and place and for the purposes stated in said Warrant, by posting a true and attested copy of the same on the Town Hall, on each schoolhouse, and in no less than five other public places where bills and notices are usually posted and by publication in the Andover Townsman. Said Warrants have been posted and published fourteen days.

January 16, 2013

Ronald Bertheim, Constable

SPECIAL TOWN MEETING

February 11, 2013

The checklists were used at the entrance and showed four hundred and seventy five (475) voters were admitted to the meeting.

The meeting was called to order at 7:00 P.M. by Sheila M. Doherty, Moderator.

The Pledge of Allegiance to the Flag was led by Paul J. Salafia, Chair of the Board of Selectmen.

Upon majority consent it was Voted to admit non-voters to the meeting. Forty (40) non-voters were admitted during the meeting.

The Moderator announced various house keeping issues to the meeting members, including turning off cell phones, and that no smoking, food or drink is permitted, except for water.

SPECIAL TOWN MEETING – FEBRUARY 11, 2013

Upon motion made and duly seconded, it was VOTED by unanimous consent to dispense with the return of service and that the Moderator may refer to the warrant articles by number and subject matter.

The Moderator announced the seating sections, introduced the stage participants and announced the locations of microphones for pro and con positions. The Moderator directed voters with children to sit in the non-voting section of the hall and make themselves known to the counter in the area when a count is called.

The Moderator took a vote of the meeting members to limit presentations to five minutes and speakers to three minutes. The vote passed by a Majority vote.

The Moderator then took up the Warrant Article.

Bancroft Elementary School Project – Amendment Without Contingent Debt Exemption

ARTICLE 1. To see if the Town will vote to appropriate, borrow or transfer from available funds, a sum of money in addition to the Forty-Three Million Eight Hundred and Thirty-Five Thousand (\$43,835,000) Dollars appropriated by vote of the December 6, 2010 Special Town Meeting to be expended under the direction of the School Building Committee for the construction of a new K to five 680 student Bancroft Elementary School (approximately 106,486 square feet) located at 15 & 21 Bancroft Road, Andover, MA and as shown on Andover Assessor's Map 59, Lots 29 and 29A, including offsite improvements that are part of the project and which school facility shall have an anticipated useful life as an educational facility for instruction of school children of at least 50 years, and for which the Town has been approved for a school construction grant from the Massachusetts School Building Authority ("MSBA"). The MSBA's grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and any project costs the Town incurs in excess of any grant approved by and received from the MSBA shall be the sole responsibility of the Town. Any grant that the Town may receive from the MSBA for the Project shall not exceed the lesser of: (1) 44 percent (44%) of eligible, approved project costs as determined by the MSBA based upon the original sum appropriated by the 2010 Annual Town Meeting or (2) the total maximum grant amount determined by the MSBA, all as provided in the Project Funding Agreement dated September 1, 2011 between the Town and the MSBA.

On request of the School Building Committee

Tom Deso of 81 High Street, Chair of the School Building Committee, MOVED that the Town appropriate the sum of Five Million Seven Hundred and Fifteen Thousand (\$5,715,000) Dollars in addition to the Forty-Three Million Eight Hundred and Thirty-Five Thousand (\$43,835,000) Dollars appropriated by the December 6, 2010 Special Town Meeting for the design and construction of a new 680 student K-5 Bancroft Elementary School (approximately 106,486 square feet) on Bancroft Road including offsite improvements that are part of the project to be constructed pursuant to a construction contract procured in accordance with the provisions of M.G. L. Chapter 149, or a contract utilizing construction management at risk delivery method in accordance with the provisions of M.G. L. Chapter 149A, as determined by the School Building

SPECIAL TOWN MEETING – FEBRUARY 11, 2013

Committee and which school facility shall have an anticipated useful life as an educational facility for the instruction of school children for at least 50 years, said sum to be expended under the direction of the School Building Committee, and to meet said appropriation, the Treasurer is authorized to borrow said sum under M.G. L. Chapter 44, or any other enabling authority; that the Town acknowledges that the Massachusetts School Building Authority's (MSBA) grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and any project costs the Town incurs in excess of any grant approved by and received from the MSBA shall be the sole responsibility of the Town; provided further that any grant that the Town may receive from the MSBA for the Project shall not exceed the lesser of (1) 44 percent (44%) of eligible, approved project costs, as determined by the MSBA; or (2) the total maximum grant amount determined by the MSBA all as provided in the Project Funding Agreement dated September 1, 2011, between the MSBA and the Town. The motion was duly seconded.

Gregory Rigby of 131 Rattlesnake Hill Road, moved to amend the main motion to insert after \$5,715,000 the following: "a maximum of which may be borrowed as approved by the December 6, 2010 Special Town Meeting, and the remainder of which, \$1,478,471, will be funded within the levy limit." Mr. Rigby's motion was duly seconded. After debate Mr. Rigby withdrew his motion to amend the main motion.

The Moderator then called for a vote on Mr. Deso's main motion. The Moderator declared the motion passed by a 2/3 majority

VOTE: Declared More than a 2/3 vote by the Moderator A 2/3 vote required.

Finance Committee Report: Approval
Board of Selectmen Report: Approval
School Committee Report: Approval

Upon motion made by Town Counsel Thomas Urbelis and duly seconded it was voted by a Majority vote to dissolve the Special Town Meeting at 7:46 P.M.

A true record

A T T E S T

Lawrence J. Murphy
Town Clerk

**ELECTION RESULTS FOR ANNUAL TOWN ELECTION - ANDOVER MASSACHUSETTS
MARCH 26, 2013**

PRECINCTS:	P-1	P-2	P-3	P-4	P-5	P-6	P-7/7A	P-8	P-9/9A	TOTALS
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MODERATOR - 1 YEAR TERM (1)

SHEILA M. DOHERTY	72	91	93	89	70	73	104	128	105	825
Blanks	12	25	28	17	30	13	34	30	31	220
Misc. Others	0	2	2	1	1	2	0	3	0	11
Totals	84	118	123	107	101	88	138	161	136	1056

BOARD OF SELECTMEN-3 YEAR TERM (2)

PAUL J. SALAFIA	56	70	75	55	58	55	97	91	90	647
ALEX J. VISPOLI	67	89	99	85	73	69	112	141	109	844
LARRY BRUCE	23	35	30	41	38	25	36	41	36	305
Blanks	21	42	41	32	33	27	31	48	36	311
Misc. Others	1	0	1	1	0	0	0	1	1	5
Totals	168	236	246	214	202	176	276	322	272	2112

SCHOOL COMMITTEE - 3 YEAR TERM (2)

PAULA COLBY-CLEMENTS	65	81	84	80	62	59	93	125	100	749
BARBARA A. L'ITALIEN	54	69	81	63	69	53	82	96	91	658
Blanks	49	85	81	70	70	62	100	96	80	693
Misc. Others	0	1	0	1	1	2	1	5	1	12
Totals	168	236	246	214	202	176	276	322	272	2112

HOUSING AUTHORITY-5 TEAR TERM (1)

JANICE BURKHOLDER	68	84	92	73	75	66	99	125	106	788
Blanks	16	33	31	34	26	22	39	35	30	266
Misc. Others	0	1	0	0	0	0	0	1	0	2
Totals	84	118	123	107	101	88	138	161	136	1056

TRUSTEES OF THE PUNCHARD FREE SCHOOL - 3 YEAR TERM (1)

RANDALL L. HANSON	69	89	100	75	72	69	100	129	108	811
Blanks	15	29	23	32	29	19	38	30	28	243
Misc. Others	0	0	0	0	0	0	0	2	0	2
Totals	84	118	123	107	101	88	138	161	136	1056

**ELECTION RESULTS FOR SPECIAL STATE PRIMARY - ANDOVER MASSACHUSETTS
APRIL 30, 2013**

DEMOCRATIC PRIMARY FOR SENATOR IN CONGRESS

PRECINCTS	P-1	P-2	P-3	P-4	P-5	P-6	P-7	P-7A	P-8	P-9	P-9A	TOTALS
STEPHEN F. LYNCH	61	88	83	94	74	65	60	28	86	78	0	717
EDWARD J. MARKEY	210	173	203	152	137	137	126	43	194	175	2	1552
Blanks	1	0	2	1	0	0	0	0	0	0	0	4
Misc. Others	0	2	4	0	0	0	0	0	0	0	0	6
Totals	272	263	292	247	211	202	186	71	280	253	2	2279

REPUBLICAN PRIMARY FOR SENATOR IN CONGRESS

PRECINCTS	P-1	P-2	P-3	P-4	P-5	P-6	P-7	P-7A	P-8	P-9	P-9A	TOTALS
GABRIEL E. GOMEZ	72	75	64	61	74	84	71	12	83	76	0	672
MICHAEL J. SULLIVAN	44	49	54	32	50	33	68	20	61	40	3	454
DANIEL B. WINSLOW	19	25	19	19	13	31	17	3	23	28	0	197
Blanks	0	0	0	0	0	0	0	0	0	1	0	1
Misc. Others	0	1	0	1	2	2	1	0	0	0	0	7
Totals	135	150	137	113	139	150	157	35	167	145	3	1331

SPECIAL TOWN MEETING – MAY 7, 2013

**WARRANT ARTICLE
NUMBER & DESCRIPTION**

**ACTION
TAKEN**

- | | |
|--|----------|
| 1. Elder Services Program Stabilization Fund | Approval |
| 2. Youth Center Appropriation | Approval |
-

SPECIAL TOWN MEETING WARRANT – May 7, 2013

Agreeably to a warrant signed by the Selectmen, on April 8, 2013, notifying and warning the Inhabitants of said Town who are qualified to vote in the Town Affairs to meet and assemble in the J. Everett Collins Center at Andover High School, Shawsheen Road, in said Andover, on

Tuesday May 7, 2013

at 8:15 P.M. to act upon the following articles:

Pursuant to the foregoing Warrant, I, the subscriber, one of the Constables of the Town of Andover, have notified the Inhabitants of said Town to meet at the time and place and for the purposes stated in said Warrant, by posting a true and attested copy of the same on the Town Hall, on each schoolhouse, and in no less than five other public places where bills and notices are usually posted and by publication in the Andover Townsman. Said Warrants have been posted and published fourteen days.

April 17, 2013

Ronald Bertheim, Constable

SPECIAL TOWN MEETING

May 7, 2013

Special Note: The 2013 Annual Town Meeting was scheduled for the Richard J. Collins Field House for May 6, 7 & 8, 2013. The Richard J. Collins Field House and the J. Everett Collins Center are both located within Andover High School. It came to the Moderator's attention on the first night of the Annual Town Meeting that the Special Town Meeting had been called for the J. Everett Collins Center. The Moderator determined at that time that the J. Everett Collins Center was not a suitable venue for the Special Town Meeting due to the expected heavy voter turnout. The Moderator announced that the Special Town Meeting would convene in the Richard J. Collins Field House at the appointed time on May 7th. The entrance doors nearest the J. Everett Collins Center were posted on May 7th with notice that the Special Town Meeting would be held in the Richard J. Collins Field House.

SPECIAL TOWN MEETING – MAY 7, 2013

The checklists were used at the entrance and showed Five Hundred and Sixty (560) voters were admitted to the meeting.

The meeting was called to order at 9:01 P.M. by Sheila M. Doherty, Moderator.

Upon majority consent it was Voted to admit non-voters to the meeting. Ninety Five (95) non-voters were admitted during the meeting.

Upon motion made and duly seconded, it was VOTED by unanimous consent to dispense with the return of service and that the Moderator may refer to the warrant articles by number and subject matter.

The Moderator directed voters with children to sit in the non-voting section of the hall and to make themselves known to the counter in the area when a count is called.

The Moderator announced that the voters eligible to vote in the Special Town Meeting only, seated in a special area in the Annual Town Meeting non-voter section, must display their special voting card when voting in the Special Town Meeting.

The Moderator took a vote of the meeting members to limit presentations to five minutes and speakers to three minutes. The vote passed by a Majority vote.

The Moderator then took up the Warrant.

ELDER SERVICES PROGRAM STABILIZATION FUND

ARTICLE 1. To see if the Town will vote (1) to create a Stabilization Fund titled “Elder Services Program Stabilization Fund” in accordance with M.G. L. Chapter 40, Section 5B for the purpose of supplementing, not supplanting, the Elder Services operating budget but only for the development and implementation of new programs, services and activities as recommended by the Division of Elder of Services and approved by the Town Manager. Appropriations from this account are restricted to interest only and may not be used for the payment of full-time or part-time salaries or to supplant the operating budget; and (2) to appropriate and transfer a sum of money from the Cornelius Wood Trust Fund to the foregoing Stabilization Fund, or take any other action related thereto.

On request of the Council on Aging Board and the Youth Center Building Committee

Upon motion made and duly seconded it was VOTED (1) to create a Stabilization Fund titled “Elder Services Program Stabilization Fund” in accordance with M.G. L. Chapter 40, Section 5B for the purpose of supplementing, not supplanting, the Elder Services operating budget but only for the development and implementation of new programs, services and activities as recommended by the Division of Elder of Services and approved by the Town Manager. Appropriations from this account are restricted to interest only and may not be used for the payment of full-time or part-time salaries or to supplant the operating budget; and (2) to

SPECIAL TOWN MEETING – MAY 7, 2013

appropriate and transfer the sum of \$700,000 from the Cornelius Wood Trust Fund to the foregoing Stabilization Fund.

VOTE: A 2/3 vote being required for passage, the Moderator declared the Motion PASSED by more than a 2/3 Vote

Finance Committee Report: Approval

Board of Selectmen Report: Approval

YOUTH CENTER APPROPRIATION

ARTICLE 2. To see if the Town will vote to transfer a sum of money from the Cornelius Wood Trust Fund and appropriate a sum of money for the design, construction and furnishing of a Youth Center behind the Doherty Middle School on Bartlet Street including the payment of costs of a related parking area and all other costs incidental or related thereto, or take any other action related thereto.

On request of the Council on Aging Board and the Youth Center Building Committee

Upon motion made and duly seconded it was VOTED to transfer the sum of \$700,000 from the Cornelius Wood Trust Fund and appropriate the sum of \$700,000 for the design, construction and furnishing of a Youth Center behind the Doherty Middle School on Bartlet Street including the payment of costs of a related parking area and all other costs incidental or related thereto.

VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote

Finance Committee Report: Approval

Board of Selectmen Report: Approval

School Committee Report: Approval

On motion made by Town Counsel Thomas Ubelis and duly seconded it was voted by a Majority vote to dissolve the Special Town Meeting at 9:41 P.M.

A true record

A T T E S T

Lawrence J. Murphy
Town Clerk

ELECTION RESULTS FOR SPECIAL STATE ELECTION - ANDOVER MASSACHUSETTS
JUNE 25, 2013

SENATOR IN CONGRESS

PRECINCTS	P-1	P-2	P-3	P-4	P-5	P-6	P-7	P-7A	P-8	P-9	P-9A	TOTALS
GABRIEL E. GOMEZ	320	413	393	423	390	429	347	98	477	427	4	3721
EDWARD J. MARKEY	373	378	403	312	304	293	283	81	374	327	2	3130
RICHARD A. HEOS	1	2	1	1	2	1	0	0	0	2	0	10
Blanks	1	1	0	0	0	1	1	0	1	0	0	5
Misc. Others	0	1	3	0	5	1	3	0	2	3	0	18
Totals	695	795	800	736	701	725	634	179	854	759	6	6884

ANNUAL TOWN MEETING – MAY 6, 7 & 8, 2013

INDEX

WARRANT		ACTION	ATTY. GENERAL
<u>ARTICLE NO. & DESCRIPTION</u>		<u>TAKEN</u>	<u>APPROVED</u>
1.	Election Results	Reported	
2.	Election – Not Required by Ballot	Election	
3.	Salaries of Elected Officials	Approval	
4.	FY-2014 Budget - \$147,501,097	Approval	
5.	Capital Projects Fund FY-2014 Appropriation - \$2,280,000	Approval	
6.	Budget Transfers - \$234,000	Approval	
7.	Supplemental Budget Appropriations - \$254,567	Approval	
8.	Stabilization Fund - \$2,000,000	Approval	
9.	Free Cash	Withdrawn	
10.	Unexpended Appropriations	Withdrawn	
11.	General Housekeeping, A through F A. Grant Program Authorization B. Road Contracts C. Town Report D. Property Tax Exemptions – Statute Acceptance E. Contracts in Excess of Three Years F. Accepting Easements G. Rescinding Bond Authorizations - \$560,000	Approved	
12.	Granting Easements	Approved	
13.	Unpaid Bills - \$1,397.51	Approved	
14.	Chapter 90 Authorizations	Approved	
15.	FY 2014 Revolving Accounts	Approved	

ANNUAL TOWN MEETING – MAY 6, 7 & 8, 2013

<u>WARRANT ARTICLE NO. & DESCRIPTION</u>	<u>ACTION TAKEN</u>	<u>ATTY. GENERAL APPROVED</u>
16. Andover Youth Center – Transfer of Land	Approved	
17. Ballardvale Fire Station – Repair, Rehabilitation & Restoration	Disapproved	
18. School Site Improvements - \$2,500,000	Approved	
19. Support for Civic Events - \$4,000	Approved	
20. Elderly/Disabled Transportation Program - \$8,000	Approved	
21. Jerry Silverman Fireworks - \$14,000	Approved	
22. Monument – Deyermund Sports Complex - \$20,000	Approved	
23. COLA Increase for Retirees	Disapproved	
24. DPW Vehicles - \$150,000	Approved	
25. Fire-Rescue Ambulance - \$245,000	Approved	
26. Zoning Bylaw Amendment – Senior Residential Community Overlay District	Approved	August 20, 2013 Posted August 26, 2013
27. Amend Zoning Map – Senior Residential Overlay District	Approved	August 20, 2013 Posted August 26, 2013
28. Town Building & Facility Maintenance - \$300,000	Approved	
29. Greater Lawrence Technical School HVAC Renovation	Approved	
30. Zoning Bylaw Amendment – Andover Transit Overlay Development District	Disapproved	
31. Amend Zoning Map – Andover Transit Oriented Development District	Withdrawn	

ANNUAL TOWN MEETING – MAY 6, 7 & 8, 2013

<u>WARRANT ARTICLE NO. & DESCRIPTION</u>	<u>ACTION TAKEN</u>	<u>ATTY. GENERAL APPROVED</u>
32. Andover High School Tennis Court Renovation - \$400,000	Approved	
33. Land Acquisition – 141 Chandler Road - \$775,000	Approved	
34. Town Playground Replacements	Withdrawn	
35. School Facility Space Needs Study - \$130,000	Approved	
36. School Building Maintenance and Renovation - \$900,000	Approved	
37. Annual Computer Workstation & Laptop Replacement Program - \$218,300	Approved	
38. West Middle School Heating System - \$1,250,000	Approved	
39. Off Street Parking Program - \$60,000	Approved	
40. Spring Grove Cemetery Maintenance - \$6,000	Approved	
41. Major Water Main Replacement - \$1,000,000	Approved	
42. Water Distribution Maintenance Program - \$500,000	Approved	
43. Water Treatment Plant Parking & Site	Withdrawn	
44. Water & Sewer Vehicles - \$50,000	Approved	
45. Water Distribution Flushing Program - \$195,000	Approved	
46. Fire Hydrant Infrastructure Maintenance - \$1,000,000	Approved	

ANNUAL TOWN MEETING – MAY 6, 7 & 8, 2013

<u>WARRANT ARTICLE NO. & DESCRIPTION</u>	<u>ACTION TAKEN</u>	<u>ATTY. GENERAL APPROVED</u>
47. Zoning Bylaw Amendment – Valances of Awnings	Approved	August 20, 2013 Posted August 26, 2013
48. Parking Management Action Plan	Disapproved	
49. Doherty Middle School/WWI Memorial	Withdrawn	
50. Zoning Bylaw Amendment – Industrial 2 District (ID2)	Approved	August 20, 2013 Posted August 26, 2013
51. Amend Zoning Map – Industrial 2 District (ID2) Dascomb Road	Approved	August 20, 2013 Posted August 26, 2013
52. Amend Zoning Map – Industrial 2 District (ID2) River Road	Approved	August 20, 2013 Posted August 26, 2013
53. Reichhold Parcel I Acquisition – Conservation LAND Grant	Approved	
54. Reichhold Parcel I Acquisition & PARC Grant - \$550,000	Approved	
55. Overlay Surplus Transfer for Tax Abatement and Exemptions	Withdrawn	
56. Overlay Surplus Transfer for Property Revaluation - \$80,000	Approved	
57. Zoning Bylaw Amendment – Definitions of Retail Sales Establishments and Restaurant, Fast Food	Approved	August 20, 2013 Posted August 26, 2013
58. Land Transfer – High Plain Road	Approved	
59. Zoning Bylaw Amendment – Section 8.1.2 Watershed Protection Overlay District Establishment	Approved	August 20, 2013 Posted August 27, 2013
60. Streamgauging System on the Shawsheen River - \$60,000	Approved	
61. Street Acceptance – Crystal Circle	Approved	

ANNUAL TOWN MEETING – MAY 6, 7 & 8, 2013

ANNUAL TOWN MEETING WARRANT

Agreeably to a Warrant signed by the Selectmen on March 18, 2013, to notify and warn the Inhabitants of said Town who are qualified to vote in Town Affairs to meet and assemble at the Richard J. Collins Field House, Andover High School, Shawsheen Road, in said Andover, on

MONDAY, THE SIXTH DAY OF MAY, 2013

at seven o'clock P.M. to act upon the following articles:

Pursuant to the foregoing Warrant, I the subscriber, one of the Constables of the Town of Andover, have notified the Inhabitants of said Town to meet at the time and place and for the purposes stated in said Warrant, by posting a true and attested copy of the same on the Town Hall, on each school house and in no less than five other public places where bills and notices are usually posted and by publication in the *Andover Townsman*. Said Warrants have been posted and published fourteen days.

Ronald Bertheim, Constable
April 17, 2013

ANNUAL TOWN MEETING

MAY 6, 2013

The check lists were used at the entrance and Four Hundred and Ninety Four (494) voters admitted to the meeting on the first night of the meeting.

Sheila M. Doherty, Moderator, called the meeting to order at 7:00 P.M. The Moderator began by acknowledging May 6, 2013 as the 367th anniversary of the incorporation of the Town of Andover

The American Legion Post 8 presented and posted the Colors

The Pledge of Allegiance to the Flag was led by Paul J. Salafia, Chair of the Board of Selectmen.

The Song "America," written by Samuel Francis Smith in Andover was sung by Andover High School Students Makayla Banton, Elizabeth Chandler, Sophie Combs, Katya Sorterup-Kaminsky, Amanda Kamlet, Katy Kiernan, Staphanie Knepper, Dylan Millis, Taejasvi Narayan, Courtney Plati, Dylan Schneider and Daniel Webber.

The opening prayer was given by the Moderator, Sheila M. Doherty, including a remembrance of the deceased residents of the Town and thanks for those public safety personnel and others who came to the aid of the victims of the Boston Marathon bombings.

Upon majority consent it was VOTED to admit non-voters to the meeting. Eighty (80) non-voters were admitted during the first night of the meeting.

ANNUAL TOWN MEETING – MAY 6, 7 & 8, 2013

The Moderator announced various housekeeping issues to the meeting members, including turning off cell phones, no smoking, food or drinks (except water) in the Field House.

Upon motion made and duly seconded, it was VOTED by majority consent to dispense with the reading of the Warrant and return of service of the Constable and to refer to the Warrant Articles by number and subject matter.

The Moderator announced the voting sections of the Hall.

The Moderator introduced the stage participants to meeting members.

The Moderator introduced Atty. Christopher Vrontas as the Town Meeting “Ombudsman”, and reminded meeting members that he would help them with questions on Town Meeting procedures and amendments to articles.

The Moderator outlined the Rules and Procedures of Town meeting to the Members, including that voters must be seated to be counted and must have their voter stickers visible and the use of Pro and Con microphones during the meeting.

The Moderator took a vote to limit presenters of articles to five minutes of speaking time and speakers to three minutes. A motion to amend the Main Motion to limit presenters of articles to three minutes and speakers to one minute failed. The Main Motion passed by a majority vote.

The Moderator then took up the Warrant.

ARTICLE 1. Annual Town Election: To elect a Moderator for one year, two Selectmen for three years, two School Committee members for three years, one Member of the Andover Housing Authority for five years and one Trustee of the Punchard Free School for three years.

The Town Clerk reported the following were elected and duly sworn to office:

Moderator	One For One Year	Sheila M. Doherty 9 Juniper Road
Board of Selectmen	Two For Three Years	Paul J. Salafia 283 South Main Street Alex J. Vispoli 7 Alison Way
School Committee	Two For Three Years	Paula M. Colby-Clements 19 Chestnut Street Barbara L’Italien 5 Harper Circle
Andover Housing Authority	One For Five Years	Janice Burkholder 22 Arundel Street

ANNUAL TOWN MEETING – MAY 6, 7 & 8, 2013

Trustees of the
Punchard Free School

One For Three Years

Randall L. Hanson
15 Pasho Street

Election Not Required by Ballot

ARTICLE 2. To elect all other officers not required by law to be elected by ballot, or take any other action related there.

On request of the Town Clerk

Upon motion made and duly seconded it was VOTED by a majority vote that **Calvin G. Perry, 25 Timothy Drive**, be elected Trustee of the Cornell Fund for three years.

Salaries of Elected Officials

ARTICLE 3. To establish the salaries of the elected officers for the ensuing year, or take any other action related thereto.

On request of the Town Clerk

Upon motions made and duly seconded it was VOTED by Majority votes that the salaries of the elected Town Officers be established as follows:

Town Moderator -	\$250.00 for each Annual Town Meeting and \$60.00 for each Special Town Meeting except when it falls within the Annual Town Meeting.
Selectmen -	Chairman - \$1,800.00 Members - \$1,500.00
School Committee -	Chairman - \$1,800.00 Members - \$1,500.00

The Moderator's salary was moved by Selectmen Salafia, the Town Clerk presided over the vote for the Moderator's salary.

FY-2014 Budget

ARTICLE 4. To see if the Town will vote to determine what sums of money the Town will raise and appropriate, including appropriations from available funds, to defray charges and expenses of the Town, including debt and interest, and to provide for a reserve fund for the Fiscal Year beginning July 1, 2013 and ending June 30, 2014, or take any other action related thereto.

On request of the Town Manager

ANNUAL TOWN MEETING – MAY 6, 7 & 8, 2013

LINE ITEM	DEPARTMENT	APPROVED FY 2014
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Upon Motion made and duly seconded, it was VOTED to raise and appropriate the following sums of money for PUBLIC SAFETY by a Majority Vote:

	PUBLIC SAFETY	
1	PERSONAL SERVICES	14,001,660
2	OTHER EXPENSES	<u>1,460,120</u>
	TOTAL	15,461,780

Includes \$200,000 - parking receipts, \$70,000 - detail fees, and \$1,150,000 - ambulance collections

Finance Committee Report: Approval

Selectmen Report: Approval

Upon Motion made and duly seconded, it was VOTED to raise and appropriate the following sums of money for GENERAL GOVERNMENT & COMMUNITY DEVELOPMENT (inc Town/School IT consolidation) by a Majority Vote:

	GENERAL GOVERNMENT & COMMUNITY DEVELOPMENT (inc Town/School IT consolidation)	
3	PERSONAL SERVICES	5,445,845
4	OTHER EXPENSES	<u>1,956,214</u>
	TOTAL	7,402,059

Includes \$25,000 in receipts from wetland filing fees.

Finance Committee Report: Approval

Selectmen Report: Approval

Upon Motion made and duly seconded, it was VOTED to raise and appropriate the following sums of money for MUNICIPAL SERVICES (DPW/P&F) by a Majority Vote:

	MUNICIPAL SERVICES	
5	PERSONAL SERVICES	4,882,097
6	OTHER EXPENSES	<u>5,338,990</u>
	TOTAL	10,221,087

Includes \$77,755 in rental receipts; \$52,000 cemetery fees.

Finance Committee Report: Approval

Selectmen Report: Approval

Upon Motion made and duly seconded, it was VOTED to raise and appropriate the following sums of money for LIBRARY by a Majority Vote:

	LIBRARY	
7	PERSONAL SERVICES	1,902,582

ANNUAL TOWN MEETING – MAY 6, 7 & 8, 2013

8	OTHER EXPENSES	<u>620,000</u>
	TOTAL	2,522,582

Finance Committee Report: Approval

Selectmen Report: Approval

Upon Motion made and duly seconded, it was VOTED to raise and appropriate the following sums of money for COMMUNITY/YOUTH/ELDER SERVICES by a Majority Vote:

	COMMUNITY, YOUTH & ELDER SERVICES	
9	PERSONAL SERVICES	1,273,316
10	OTHER EXPENSES	<u>463,270</u>
	TOTAL	1,736,586

Includes \$543,000 and \$55,000 in user fees and \$61,000 in grants

Finance Committee Report: Approval

Selectmen Report: Approval

Upon Motion made and duly seconded, it was VOTED to raise and appropriate the following sums of money for UNCLASSIFIED by a Majority Vote:

	UNCLASSIFIED EXPENSES	
11	COMPENSATION FUND	0
12	RESERVE FUND	<u>200,000</u>
	TOTAL	200,000

Finance Committee Report: Approval

Selectmen Report: Approval

Upon Motion made and duly seconded, it was VOTED to raise and appropriate the following sums of money for ANDOVER SCHOOL DEPT. by a Majority Vote:

	ANDOVER SCHOOL DEPARTMENT	
13	PERSONAL SERVICES	56,173,851
14	OTHER EXPENSES	<u>12,753,742</u>
	TOTAL	68,927,593

Finance Committee Report: Approval

Selectmen Report: Approval

School Committee Report: Approval

Upon Motion made and duly seconded, it was VOTED to raise and appropriate the following sums of money for SEWER by a Majority Vote:

	SEWER	
15	PERSONAL SERVICES	300,921

ANNUAL TOWN MEETING – MAY 6, 7 & 8, 2013

16	OTHER EXPENSES	<u>1,937,500</u>
	TOTAL	2,238,421

Finance Committee Report: Approval

Selectmen Report: Approval

Upon Motion made and duly seconded, it was VOTED to raise and appropriate the following sums of money for WATER by a Majority Vote:

	WATER	
17	PERSONAL SERVICES	1,804,485
18	OTHER EXPENSES	<u>2,495,340</u>
	TOTAL	4,299,825

Finance Committee Report: Approval

Selectmen Report: Approval

Upon Motion made and duly seconded, it was VOTED to raise and appropriate the following sums of money for GREATER LAWRENCE TECHNICAL HIGH SCHOOL by a Majority Vote:

	GREATER LAWRENCE TECHNICAL H. S.	
19	GREATER LAWRENCE ASSESSMENT	<u>314,244</u>
	TOTAL	314,244

Finance Committee Report: Approval

Selectmen Report: Approval

Upon Motion made and duly seconded, it was VOTED to raise and appropriate the following sums of money for FIXED EXPENSES by a Majority Vote:

	FIXED EXPENSES	
20	DEBT SERVICE	13,035,323
21	GENERAL INSURANCE	680,653
22	UNEMPLOYMENT COMP.	200,000
23	RETIREMENT FUND	5,935,944
24	HEALTH INSURANCE FUND	14,000,000
25	OPEB FUND	325,000
	TOTAL	<u>34,176,920</u>

Finance Committee Report: Approval

Selectman Report: Approval

GRAND TOTAL	147,501,097
<i>less dedicated Revenues</i>	<u>(2,583,490)</u>
NET TOTAL	144,917,607

ANNUAL TOWN MEETING – MAY 6, 7 & 8, 2013

2013 ANNUAL TOWN MEETING SPECIAL ARTICLES

SPECIAL ARTICLES FROM FREE CASH

Article 7	Supplemental Budget Appropriations – FY 2013 To FY 2013 Public Works Expenses for Snow And Ice Removal	\$ 254,567.00
Article 8	Stabilization Fund	\$ 2,000,000.00
Article 13	Unpaid Bills	\$ 1,397.51
Article 24	DPW Vehicles	\$ 150,000.00
Article 25	Fire-Rescue Ambulance	\$ 245,000.00
Article 32	AHS Tennis Courts Renovation	\$ 400,000.00
Article 35	School Space Needs Study	<u>\$ 130,000.00</u>
	TOTAL	\$ 3,180,964.51

SPECIAL ARTICLES – TRANSFER OF FUNDS

Article 6	From Article 4, 2012 ATM - FY 2013 Retirement: \$21,000 to FY 2013 Unemployment Compensation Fund; \$27,000 to the FY 2013 General Government (Veteran's Services) Other Expenses; & \$130,000 to the FY 2013 Legal Account	\$ 178,000.00
	From Article 4, 2012 ATM – FY 2013 Greater Lawrence Technical High School appropriation to FY 2013 General Insurance Fund	\$ 56,000.00
Article 37	Annual Computer Workstation & Laptop Replacement Program – from the Cable Franchise Fee Account for the purpose of leasing town and school administrative and teacher computer workstations and laptops	\$ 218,300.00
Article 40	Spring Grove Cemetery Maintenance – from the Spring Grove Cemetery Perpetual Reserve Account for the purpose of Cemetery Maintenance	<u>\$ 6,000.00</u>
	TOTAL	\$ 458,300.00

SPECIAL ARTICLES – RESCIND BOND AUTHORIZATIONS

Article 11G	Article 55, 2010 ATM Conservation Land Acquisition	\$ 260,000.00
	Article 33, 2012 ATM DPW Vehicles	<u>\$ 300,000.00</u>
	TOTAL	\$ 560,000.00

ANNUAL TOWN MEETING – MAY 6, 7 & 8, 2013

SPECIAL ARTICLES – GENERAL FUND BORROWING

Article 18	School Site Improvements	\$ 2,500,000.00
Article 28	Town Building & Facility Maintenance	\$ 300,000.00
Article 29	Greater Lawrence Technical School HVAC Renovation – authorized borrowing only – no Appropriation	---
Article 33	Land Acquisition – 141 Chandler Road	\$ 775,000.00
Article 36	School Building Maintenance & Renovation	\$ 900,000.00
Article 38	West Middle School Heating System	\$ 1,250,000.00
Article 54	Reichhold Parcel I Acquisition & PARC Grant	\$ 550,000.00
TOTAL		\$ 6,275,000.00

SPECIAL ARTICLES – WATER/SEWER FUND BORROWING

Article 41	Major Water Main Replacement	\$ 1,000,000.00
Article 42	Water Distribution Maintenance Program	\$ 500,000.00
Article 46	Fire Hydrant Infrastructure Maintenance	\$ 1,000,000.00
TOTAL		\$ 2,500,000.00

UNEXPENDED APPROPRIATIONS

NONE

SPECIAL ARTICLES – CHAPTER 44 SEC. 53 ½ REVOLVING ACCOUNTS

Article 15A	Community Development & Planning Department	\$ 15,000.00
Article 15B	Memorial Hall Library – Lost/Damaged Materials	\$ 20,000.00
Article 15C	Health Clinic	\$ 40,000.00
Article 15D	Division of Community Services	\$ 625,000.00
Article 15E	Division of Youth Services	\$ 400,000.00
Article 15F	Field Maintenance	\$ 100,000.00
Article 15G	Division of Elder Services	\$ 225,000.00
Article 15H	Police Communications	\$ 50,000.00
Article 15I	School Photocopy Fees	\$ 10,000.00
Article 15J	Compost Program	\$ 60,000.00
Article 15K	Solid Waste	\$ 40,000.00
Article 15L	Stormwater Management	\$ 5,000.00
Article 15M	Fire Rescue	\$ 100,000.00
TOTAL		\$1,690,000.00

SPECIAL ARTICLES FROM TAXATION

ANNUAL TOWN MEETING – MAY 6, 7 & 8, 2013

Article 5	Capital Projects Fund FY2014	\$2,280,000.00
Article 19	Support for Civic Events	\$ 4,000.00
Article 20	Elderly/Disabled Transportation Program	\$ 8,000.00
Article 21	Jerry Silverman Fireworks	\$ 14,000.00
Article 22	Monument – Deyermund Sports Complex	\$ 20,000.00
Article 60	Streamgauging Station on the Shawsheen River	\$ 60,000.00
TOTAL		\$2,386,000.00

SPECIAL ARTICLES FROM STABILIZATION FUND

NONE

SPECIAL ARTICLES FROM WATER RESERVES

Article 44	Water Vehicles	\$ 25,000.00
Article 45	Water Distribution Flushing Program	\$ 195,000.00
TOTAL		\$ 220,000.00

SPECIAL ARTICLES FROM SEWER RESERVES

Article 44	Sewer Vehicles	\$ 25,000.00
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SPECIAL ARTICLES FROM OVERLAY SURPLUS

Article 56	Overlay Surplus Transfer for Property Revaluation	\$ 80,000.00
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SPECIAL ARTICLES FROM PARKING RECEIPTS

Article 39	Off-Street Parking Program – from off-street parking receipts for the purpose of purchasing and installing pay-and-display units at municipal parking lots, including costs incidental and related thereto	\$ 60,000.00
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A true record
ATTEST

Lawrence J. Murphy
Town Clerk

FY-2014 Capital Projects Fund Appropriation

ARTICLE 5. To see if the Town will vote to raise by taxation and appropriate the sum of \$2,280,000 for the purpose of funding the Fiscal Year 2014 appropriation for the Capital Projects Fund, or take any other action related thereto.

On request of the Town Manager

Upon motion made and duly seconded it was VOTED to approve Article 5 as printed in the Warrant.

VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote

Finance Committee Report: Approval
Board of Selectmen Report: Approval
School Committee Report: Approval

Budget Transfers

ARTICLE 6. To see if the Town will vote to transfer from amounts previously appropriated at the 2012 Annual Town Meeting as authorized by MGL Chapter 44, Section 33B, or take any other action related thereto.

On request of the Finance Director

Upon motion made and duly seconded it was VOTED to transfer funds from the following 2012 Annual Town Meeting- Article 4 appropriations:

\$178,000 from FY2013 Retirement and appropriate \$21,000 to the FY2013 Unemployment Compensation Fund, \$27,000 to the FY2013 General Government (Veterans Services) Other Expenses and \$130,000 to the FY2013 Legal Account.

\$56,000 from FY2013 Greater Lawrence Technical High School appropriation and appropriate the sum of \$56,000 to the FY 2013 General Insurance Fund.

VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote

Finance Committee Report: Approval
Board of Selectmen Report: Approval

ANNUAL TOWN MEETING – MAY 6, 7 & 8, 2013

Supplemental Budget Appropriations

ARTICLE 7. To see if the Town will vote to transfer from available funds a sum of money to supplement appropriations voted at the April 2012 Annual Town Meeting, or take any other action related thereto.

On request of the Finance Director

Upon motion made and duly seconded it was VOTED to appropriate \$254,567 from Free Cash to the FY2013 Public Works Expenses for Snow and Ice Removal.

VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote

Finance Committee Report: Approval

Board of Selectmen Report: Approval

Stabilization Fund

ARTICLE 8. To see if the Town will vote to appropriate and raise from taxation or available funds a sum of money to the Stabilization Fund in accordance with MGL Chapter 40, Section 5B, as amended by Chapter 46, Sections 14 and 50 of the Acts of 2003, or take any other action related thereto.

On request of the Town Manager

Upon motion made and duly seconded it was VOTED to appropriate \$2,000,000 from Free Cash and to transfer \$2,000,000 to the Stabilization Fund in accordance with MGL Chapter 40, Section 5B, as amended by Chapter 46, Sections 14 and 50 of the Acts of 2003, with the intent, but not the effect, to reserve \$400,000 as a general reserve, to reserve \$600,000 to offset bond premium debt service and to reserve \$1,000,000 to cover landfill capping costs.

VOTE: A 2/3 vote being required for passage, the Moderator declared the Motion PASSED by more than a 2/3 Vote

Finance Committee Report: Approval

Board of Selectmen Report: Approval

Free Cash

ARTICLE 9. To see what amount the Town will vote to permit the Assessors to use in Free Cash to reduce the Fiscal Year 2014 tax rate and to affect appropriations voted at the 2013 Annual Town Meeting, or take any other action related thereto.

On request of the Finance Director

Upon motion made and duly seconded it was VOTED to WITHDRAW Article 9 from the Warrant.

VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote

Unexpended Appropriations

ARTICLE 10. To see what disposition shall be made of unexpended appropriations and free cash in the treasury, or take any other action related thereto.

On request of the Finance Director

Upon motion made and duly seconded it was VOTED to WITHDRAW Article 10 from the Warrant.

VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote

General Housekeeping Articles

ARTICLE 11. To see if the Town will vote the following consent articles, or take any other action related thereto:

A. Grant Program Authorization

To see if the Town will vote to authorize the Board of Selectmen and/or the Town Manager to apply for, accept and enter into contracts from time to time for the expenditure of any funds allotted to Andover by the Commonwealth of Massachusetts or the U. S. Government under any State or Federal grant program, or take any other action related thereto.

On request of the Town Manager

B. Road Contracts

To see if the Town will vote to authorize the Town Manager to enter into a contract with the Massachusetts Highway Department Commissioners or the Federal Government for the construction and maintenance of public highways in the Town of Andover for the ensuing year, or take any other action related thereto.

On request of the Town Manager

C. Town Report

To act upon the report of the Town officers, or take any other action related thereto.

On request of the Town Manager

D. Property Tax Exemptions

To see if the Town will vote to accept the provisions of Section 4, Chapter 73 of the Acts of 1986 as amended by Chapter 126 of the Acts of 1988 to allow an additional property tax exemption for Fiscal Year 2014 for those persons who qualify for property tax exemptions under Massachusetts General Laws Chapter 59, Section 5, or take any other action related thereto.

On request of the Board of Assessors

E. Contracts in Excess of Three Years

To see if the Town will vote in accordance with the provisions of Massachusetts General Laws Chapter 30B, Section 12(b), to authorize the Town Manager or the Superintendent of Schools to solicit and award contracts for terms exceeding three years but no greater than five years, including any renewal, extension or option, provided in each instance the longer term is determined to be in the best interest of the Town by a vote of the Board of Selectmen or the School Committee, as appropriate, or take any other action related thereto.

On request of the Town Manager

F. Accepting Easements

To see if the Town will vote to authorize the Board of Selectmen and the School Committee to accept grants of easements for streets, water, drainage, sewer and utility purposes or any public purpose on terms and conditions the Board and the Committee deem in the best interests of the Town, or take any other action related thereto.

On request of the Town Manager

ANNUAL TOWN MEETING – MAY 6, 7 & 8, 2013

G. Rescinding of Bond Authorizations

To see if the Town will vote to rescind unissued bond authorizations from prior Town Meetings, or take any other action related thereto.

On request of the Finance Director

Articles 11A through 11F: Upon motion made and duly seconded it was VOTED to approve the consent agenda, Articles 11A through 11F as printed in the Warrant.

VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote

Finance Committee Report: Approval

Board of Selectmen Report: Approval

Article 11G: Upon motion made and duly seconded it was VOTED to rescind the following unissued bond authorizations:

\$260,000 - Article 55, 2010 Annual Town Meeting - Conservation Land Acquisition

\$300,000 - Article 33, 2012 Annual Town Meeting - DPW Vehicles

VOTE: A 2/3 vote being required for passage, the Moderator declared the Motion PASSED by more than a 2/3 Vote

Finance Committee Report: Approval

Board of Selectmen Report: Approval

Granting Easements

ARTICLE 12. To see if the Town will vote to authorize the Board of Selectmen and the School Committee to grant easements for water, drainage, sewer and utility purposes or any public purpose on terms and conditions the Board and the Committee deem in the best interests of the Town, or take any other action related thereto.

On request of the Town Manager

Upon motion made and duly seconded it was VOTED to approve Article 12 as printed in the Warrant.

VOTE: A 2/3 vote being required for passage, the Moderator declared the Motion PASSED by more than a 2/3 Vote

Finance Committee Report: Approval

Board of Selectmen Report: Approval

ANNUAL TOWN MEETING – MAY 6, 7 & 8, 2013

Unpaid Bills

ARTICLE 13. To see if the Town will vote to transfer from available funds a sum of money to pay unpaid bills for which obligation was incurred in prior fiscal years, or take any other action related thereto.

On request of the Town Accountant

Upon motion made and duly seconded it was VOTED to transfer from Free Cash and appropriate the sum of \$1,397.51 to pay Longevity Reimbursements for the period ending June 30, 2009 and June 30, 2010 from the School Department to Claudia Bach for contractual obligations.

VOTE: A 4/5 vote being required for passage, the Moderator declared after a Standing Count that the Motion PASSED by a vote of 310 in favor to 68 opposed

Finance Committee Report: Approval
Board of Selectmen Report: Disapproval
School Committee Report: No Recommendation

Chapter 90 Authorizations

ARTICLE 14. To see if the Town will vote to authorize the Town to acquire any necessary easements by gift, by purchase or by right of eminent domain for Chapter 90 Highway Construction or any other federal or state aid program for road or sidewalk improvements, or take any other action related thereto.

On request of the Town Manager

Upon motion made and duly seconded it was VOTED to approve Article 14 as printed in the Warrant.

VOTE: A 2/3 vote being required for passage, the Moderator declared the Motion PASSED by more than a 2/3 Vote

Finance Committee Report: Approval
Board of Selectmen Report: Approval

FY-2014 Revolving Accounts

ARTICLE 15. To see if the Town will vote to authorize the following revolving funds for certain Town departments under Massachusetts General Laws, Chapter 44, Section 53E½ for the fiscal year beginning July 1, 2013, or take any other action related thereto:

ANNUAL TOWN MEETING – MAY 6, 7 & 8, 2013

Revolving Fund	Authorized to Spend	Use of Fund	Revenue Source	FY-2014 Limit
A. Community Development & Planning Department	Division Heads	Advertising legal hearing notice expenses for permit applications	Applicant Fees	\$15,000
B. Memorial Hall Library-Lost/Damaged Materials	MHL Director	Replacement of lost/damaged library materials	Restitution payments /charges to borrower or patron	\$20,000
C. Health Clinic	Public Health Director	Clinic supplies and other expenses	Clinic participant fees	\$40,000
D. Division of Community Services	Community Services Director	Trips, ticket sales and special programs and activities	Participant fees	\$625,000
E. Division of Youth Services	Youth Services Director	All programs and activities expenses, part-time help	Participant fees	\$400,000
F. Field Maintenance	Plant and Facilities Director	Field maintenance, upgrade and related expenses	Field rental fees	\$100,000
G. Division of Elder Services	Elder Services Director	Senior programs, classes and activities	Participant fees	\$225,000
H. Police Communications	Chief of Police	Maintenance and purchase of public safety radio and antennae equipment	Lease agreements for antenna users	\$50,000
I. School Photocopy Fees	School Dept.	Photocopy Center Costs	External Private Groups	\$10,000
J. Compost Program	Plant & Facilities Director	Offset Compost Monitoring and Cleanup Expenses	Contractor permit fees, revenues from sale of compost	\$60,000
K. Solid Waste	Public Works Director	Offset Trash & Recycling Costs	CRT, HHW & Trash fees	\$40,000

ANNUAL TOWN MEETING – MAY 6, 7 & 8, 2013

L. Stormwater Management	Planning Director	Consulting and environmental monitoring of Stormwater Management applications and permits	Applicant	\$5,000
M. Fire Rescue	Fire Chief	Training and Equipment	Service Fees	\$100,000

On request of the Finance Director

Upon motion made and duly seconded it was VOTED that Article 15 A through M - Revolving Accounts, be approved as printed in the Warrant.

VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote

Finance Committee Report: Approval

Board of Selectmen Report: Approval

Andover Youth Center – Transfer of Land

ARTICLE 16. To see if the Town will vote (1) to transfer the care, custody, control and management of a parcel of land containing approximately 4,900 square feet, more or less, shown as Area “A” on a plan entitled “Andover Youth Center, Parcel Area Layout Plan, Scale 1” = 40’,” dated January 3, 2013, drawn by Huntress Associates, Inc., said plan being on file in the office of the Town Clerk, from the School Committee to the Board of Selectmen for municipal purposes, with said Area “A” to be added to Area “B” as shown on said Plan, and if a Youth Center is not built on said property, then the land shall revert back to the School Committee, and (2) to transfer the care, custody, control and management of a parcel of land containing approximately 4,900 square feet, more or less, shown as Area “C” on said Plan from the Board of Selectmen back to the School Committee, with Area “B” and Area “C” being the same land transferred to the care, custody, control and management of the Board of Selectmen by votes on Article 24 of the 2007 Annual Town Meeting and Article 4 of the December 5, 2011 Special Town Meeting, or take any other action related thereto.

On request of the Youth Center Building Committee

Upon motion made and duly seconded it was VOTED to approve Article 16 as printed in the Warrant.

VOTE: A 2/3 vote being required for passage, the Moderator declared the Motion PASSED by more than a 2/3 Vote

ANNUAL TOWN MEETING – MAY 6, 7 & 8, 2013

Finance Committee Report: Approval
Board of Selectmen Report: Approval
School Committee Report: Approval

BallardVale Fire Station Restoration

ARTICLE 17. To see if the Town will vote to raise by taxation, borrowing or transfer from available funds or by any combination and appropriate the sum of \$500,000 for the purpose of repairing, rehabilitating and otherwise restoring the BallardVale Fire Station, or take any other action related thereto.

On petition of Richard J. Bowen and others

It was moved and seconded that the Town appropriate \$500,000 from Free Cash for the repair, rehabilitation, and restoration and related expenses of the Ballardvale Fire Station.

VOTE: A simple majority vote being required for passage, the Moderator declared after a Standing Count that the Motion FAILED by a vote of 162 in favor to 203 opposed

Finance Committee Report: Disapproval
Board of Selectmen Report: Disapproval
Planning Board Report: Disapproval

School Site Improvements

ARTICLE 18. To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination and appropriate the sum of \$3,200,000 for the purpose of paying costs of making various school site safety, circulation and infrastructure improvements, and for the payment of all other costs incidental and related thereto, or take any other action related thereto.

On request of the Acting Plant and Facilities Department Director

It was moved and seconded that \$2,500,000 is appropriated to pay the costs of making various school site safety, circulation and infrastructure improvements, and for the payment of all other costs incidental and related thereto, and that to meet this appropriation, the Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to Chapter 44, Section 7(3A) of the General Laws, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor.

A motion to amend the main motion to delete all language after “appropriation” and replace it with the following language, “the Town may raise revenue by taxation or transfer of available funds” was duly seconded. The Moderator declared the motion to amend Failed for lack of a majority vote.

ANNUAL TOWN MEETING – MAY 6, 7 & 8, 2013

The Moderator then took up the main motion

VOTE: A 2/3 vote being required for passage, the Moderator declared after a Standing Count that the Motion PASSED by a vote of 231 in favor to 110 opposed

Finance Committee Report: Approval
Board of Selectmen Report: Approval
School Committee Report: Approval

Support for Civic Events

ARTICLE 19. To see if the Town will vote to appropriate and raise by taxation or transfer from available funds a sum not to exceed \$4,000 for the purpose of paying a portion of the municipal costs associated with civic events in the downtown, or take any other action related thereto.

On request of the Town Manager

Upon motion made and duly seconded it was VOTED to appropriate and raise by taxation the sum of \$4,000 for the purpose of paying a portion of the municipal costs associated with civic events in the downtown.

VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote

Finance Committee Report: Approval
Board of Selectmen Report: Approval

Elderly/Disabled Transportation Program

ARTICLE 20. To see if the Town will vote to appropriate and raise by taxation a sum not to exceed \$8,000 for the purpose of continuing to provide for an elderly and disabled transportation subsidy program, or take any other action related thereto.

On request of the Council on Aging

Upon motion made and duly seconded it was VOTED to appropriate and raise by taxation the sum of \$8,000 for the purpose of continuing to provide for an elderly and disabled transportation subsidy program.

VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote

Finance Committee Report: Approval

ANNUAL TOWN MEETING – MAY 6, 7 & 8, 2013

Board of Selectmen Report: Approval

Jerry Silverman Fireworks

ARTICLE 21. To see if the Town will vote to appropriate and raise by taxation or available funds the amount of \$14,000 for the Jerry Silverman Fireworks Program as part of the Fourth of July festivities, or take any other action related thereto.

On request of the Town Manager

Upon motion made and duly seconded it was VOTED to appropriate and raise by taxation the amount of \$14,000 for the Jerry Silverman Fireworks program as part of the Fourth of July Festivities.

VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote

Finance Committee Report: Approval

Board of Selectmen Report: Approval

Monument – Deyermund Sports Complex

ARTICLE 22. To see if the Town will vote to raise by taxation transfer by available funds, borrowing, or by any combination thereof and appropriate the sum of \$25,000 for the purpose of designing, constructing and installing a monument that memorializes the dedication and naming of the Deyermund Sports Complex, or take any other action related thereto.

On request of the Veterans Services Director

It was moved and duly seconded to appropriate and raise by taxation the sum of \$25,000 for the purpose of designing, constructing and installing a monument that memorializes the dedication and naming of the Deyermund Sports Complex.

A motion by Veteran's Services Director Michael Burke to amend the main motion to reduce the appropriation to \$20,000 was duly seconded and the Moderator declared the motion to amend PASSED by Majority vote.

The Moderator then took up the Main Motion as amended. It was VOTED to approve the Main Motion as amended.

VOTE: A simple majority vote required for passage, the Moderator declared the Main Motion, as amended, PASSED by a Majority Vote

Finance Committee Report: Approval

ANNUAL TOWN MEETING – MAY 6, 7 & 8, 2013

Board of Selectmen Report: Approval

COLA Increase for Retirees

ARTICLE 23. To see if the Town will vote to accept the provisions of Chapter 188, Section 19, of the Acts of 2010 increasing the cost of living allowance base from \$12,000.00 to \$14,000.00.

On request of the Andover Contributory Retirement Board

It was moved and duly seconded to approve Article 23 as printed in the Warrant.

VOTE: A simple majority vote required for passage, the Moderator declared the Motion FAILED for lack of a Majority vote

Finance Committee Report: Disapproval

Board of Selectmen Report: Disapproval

DPW Vehicles

ARTICLE 24. To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination and appropriate the sum of \$300,000 for the purpose of purchasing Public Works vehicles, or to take any other action related thereto.

On request of the Acting Department of Public Works Director

Upon motion made and duly seconded it was VOTED that \$150,000 is appropriated from Free Cash for the purpose of purchasing Public Works vehicles.

VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote

Finance Committee Report: Approval

Board of Selectmen Report: Approval

Fire-Rescue Ambulance

ARTICLE 25. To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination and appropriate the sum of \$270,000 for the purpose of purchasing a Fire-Recue Ambulance, or to take any other action related thereto.

On request of the Fire Chief

ANNUAL TOWN MEETING – MAY 6, 7 & 8, 2013

It was moved and duly seconded that \$245,000 is appropriated from Free Cash for the purpose of purchasing a Fire-Rescue Ambulance, including costs incidental and related thereto.

VOTE: A simple majority vote being required for passage, the Moderator declared after a Standing Count that the Motion PASSED by a vote of 109 in favor to 103

Finance Committee Report: Approval

Board of Selectmen Report: Approval

At 10:36 PM on Motion of Town Counsel Thomas J. Urbelis, duly made and seconded, it was VOTED by a Majority vote to adjourn the meeting to May 7, 2013 at the same hour and place.

ANNUAL TOWN MEETING - SECOND SESSION – May 7, 2013

The check lists were used at the entrance and Five Hundred and Fifty Nine (559) voters were admitted to the meeting on the second night of the meeting.

Sheila M. Doherty, Moderator, called the meeting to order at 7:00 P.M.

Upon majority consent it was VOTED to admit non-voters to the meeting. Ninety Five (95) non-voters were admitted during the second night of the meeting.

Board of Selectmen Chair Paul J. Salafia and School Committee Chair Paula Colby-Clements presented the Virginia Cole Community Service Award to Tina Girdwood in recognition of her many years of civic contributions to the Town of Andover, including her service on the School Committee, Andover Coalition for Education, the League of Women Voters, the Society for the Prevention of Cruelty to Children and many other civic organizations.

Mr. Salafia and Ms. Colby-Clements recognized former teacher, coach and School Committee member Richard J. Collins for his many years of contribution to the Andover school system and to the Town of Andover as teacher and coach from 1959 to 1996 and his fifteen years of service on the Andover School Committee

The Moderator announced various housekeeping issues to the meeting members, including turning off cell phones, no smoking, food or drinks (except water) in the Field House.

The Moderator announced the voting sections of the Hall.

The Moderator introduced the stage participants to meeting members.

The Moderator introduced Atty. Christopher Vrontas as the Town Meeting “Ombudsman”, and reminded meeting members that he would help them with questions on Town Meeting procedures and amendments to articles.

The Moderator outlined the Rules and Procedures of Town meeting to the Members, including that voters must be seated to be counted and must have their voter stickers visible and the use of Pro and Con microphones during the meeting.

The Moderator reminded voters of the time limit voted on day one to limit presenters of articles to five minutes of speaking time and speakers to three minutes.

The Moderator then took up the Warrant.

Zoning Bylaw Amendment – Senior Residential Community Overlay District (SRCOD)

ARTICLE 26. To see if the Town will amend the Zoning Bylaw by adding the following new section, 8.8 Senior Residential Community Overlay District (SRCOD).

8.8. Senior Residential Community Overlay District (SRCOD)

8.8.1. Purpose

The intent of this section is to allow flexibility in the development of parcels for housing and related services for persons 62 or older, with particular interest in meeting the needs of residents of Andover. The objectives of this section are to achieve the following purposes:

1. To provide for the development and use of alternative housing and care for an aging population in accordance with the Town’s Master Plan.
2. To create an environment that provides supportive services routinely used by an aging population.
3. To promote housing options that adapt to the needs of an aging population.
4. To preserve the Town’s residential character.
5. To encourage the preservation of open spaces and protection of the Merrimack River.
6. To encourage housing affordable to the aging population who are Andover residents.

8.8.2. Applicability

A Senior Residential Community Overlay District includes all the lands designated on the plan titled, “Proposed Senior Residential Community Overlay District”, dated December 4, 2012, as prepared by and reviewed by the Town Engineer, which plans are on file in the Office of the Town Clerk and which are hereby made part of the Town Zoning Maps. The Planning Board may grant a special permit for one or more of the uses as described herein.

8.8.3. Definitions

For the purpose of this section of the by-law, the following definitions shall apply:

Senior – Any person having reached the age of sixty-two (62) years.

Senior Household – Any household having at least one person 62 years or older.

Aging Population – Population having reached the age of 62 years or older.

Senior Residential Community Overlay District (SRCOD) – A district comprised of any use or combination of uses as defined herein. A SRCOD may include one or more of the following: independent housing, congregate housing, assisted living, memory care, restorative care/skilled nursing facilities, home health care and associated services primarily for the purposes of serving the aging population on-site.

Dwelling Unit (DU) – One or more living or sleeping rooms arranged for the use of one or more seniors living in a single housekeeping unit (excluding mobile homes and trailers). The intent of this definition for this section is to define a “home” with private sleeping quarters rather than a dormitory arrangement of sleeping quarters.

Independent Living Unit – Private residential dwelling unit individually equipped with a minimum of a kitchen, bedroom, bathroom and living area. This type of housing is for independently functioning seniors.

Congregate Housing – Dwelling units that provide private or communal living for seniors who ordinarily are ambulatory and require no (or limited) medical attention or supervision. Such units shall consist of a room or rooms forming a habitable unit for up to ten persons, with facilities used for living, bathing, cooking, eating and private sleeping quarters.

Assisted Living Facility – Dwelling units for seniors who have difficulty functioning independently and require oversight and assistance with one or more activities of daily living such as dressing, eating, bathing, walking or toileting, which are provided by a 24 hour staff. Such units may include a bedroom, bathroom, and sitting area. In addition dining services and full personal care are provided. Special care programs specifically designed for seniors with memory loss are included in this category. The Assisted Living must obtain all required permits and/or licenses required to operate such a facility and must be certified by the Executive Office of Elder Affairs or applicable State agency.

Restorative Care/Skilled Nursing Facility – Includes any institution which provides 24 hour skilled nursing care to seniors admitted for convalescent care, rehabilitative care, or long-term care. Programs include additional professions such as physical therapy, occupational therapy, speech therapy, social services, and medical oversight. The Restorative Care/Skilled Nursing Facility must obtain all required permits and/or licenses required to operate such a facility and must be certified by the Executive Office of Elder Affairs or applicable State agency.

8.8.4. Types of Dwellings, Uses and Associated Services Permitted

Applications for special permits within the SRCOD shall contain at least one of the following housing types, attached or detached, in any combination: Independent; Congregate Housing; Assisted Living Facility; and Restorative Care/Nursing Facility.

1. In addition to dwelling units an application may contain any or all of the following uses and associated services (not to exceed twenty-five percent (25%) of the total square footage of all the residential buildings within the project), individually or in any combination:
2. Dining rooms, coffee shops and related kitchen areas and facilities;
3. Living rooms, libraries, music rooms, auditoriums, greenhouses;
4. Lounges, card rooms, meeting rooms, and other social and recreational areas;
5. Administrative offices, social service offices;
6. Mail rooms, gift shops and sundries;
7. Medical offices, diagnostic and treatment centers, wellness centers, exercise areas;
8. Salon, spa, barbers and hairdressers ;
9. Banks and ATM banking machines;

10. Home health care;
11. Adult Day Health Care services;
12. Community Space
13. Hobby
14. All uses and associated services are intended for SRCOD residents, employees and guests and are not intended to provide services to the general public.

8.8.5. Dimensional Requirements and Design Standards

1. *Density.* A special permit granted by the Planning Board shall meet the following minimum requirements:
 - a. 5,000 square feet of lot area for each detached Independent Living Unit.
 - b. 4,000 square feet of lot area for each attached Independent Living Unit.
 - c. 3,000 square feet of lot area for each bedroom in an assisted living, congregate housing, skilled nursing facility.
 - d. Within the SRCOD, there shall be no more than 200 Independent Living Units (attached or detached).
 - e. Within the SRCOD, there shall be no more than 200 bedrooms in all assisted living, congregate living and skilled nursing facility.
2. *Building Height.*
 - a. Any new addition or new construction, as measured from the property line, within two hundred (200) feet back from River Road shall not exceed thirty-five (35) feet.
 - b. Any new addition or new construction, as measured from the property line beyond 200 feet back from River Road shall not exceed sixty (60) feet.
3. *Building Setbacks.* Buildings shall be set back a minimum of forty (40) feet from all property lines.
4. *Building Footprint.*
 - a. Within a distance of 200 feet of River Road the maximum building footprint for a building shall be 25,000 square feet.
 - b. Beyond a distance of 200 feet of River Road, the maximum building footprint shall be 60,000 square feet.
5. *Yard Requirements.* There are no yard requirements between buildings within the SRCOD, however, all structures must conform to the Massachusetts Building Code with respect to building separation and fire walls. In a SRCOD, more than one building may be erected on a single lot.
6. *Common Open Space.* Common Open Space is the land within the parcel or lot which is not specifically reserved for the support of dwelling units and which is not covered by buildings, roads, driveways, parking areas or service areas, or which is not set aside as private yards, patios or gardens for residents. All Common Open Space shall be open and unobstructed to the sky – flagpoles, sculptures, benches, swimming pools, tennis courts, atriums, trees and similar objects shall not be considered obstructions.

The area of Common Open Space shall equal at least twenty percent (20%) of the total area of the parcel or lot.

7. *Protected Open Space.* Protected Open Space is the land within the parcel or lot that will be protected in perpetuity. The area of Protected Open Space shall equal at least thirty percent (30%) of the total area of the parcel or lot.

Such open space land shall either be conveyed to the Town of Andover and accepted by the Board of Selectmen for park or open space use or be conveyed to a nonprofit organization, approved by the Planning Board in its total discretion, the principal purpose of which organization is the conservation of open space. In any case where such land is not conveyed to the Town, a restriction enforceable by the Town of Andover as approved by Town Counsel, shall be recorded by the applicant prior to the issuance of a building permit, providing that such land shall be kept in an open or natural state in perpetuity and not be built upon or developed for accessory uses such as parking or roadway. All such open space shall be restricted by deed from all future building. Before final approval of the special permit by the Planning Board, the applicant shall state which of the two conveyance options above is being proposed, and such conveyance or restriction, if approved, shall be recorded by the applicant, as a restriction on the development plan prior to issuance of a building permit.

8. *Affordability.*

- a. A minimum of fifteen percent (15%) of the total number of assisted living units shall be set aside as affordable housing units for seniors who qualify as low, moderate, or upper-moderate income persons as defined as follows:
Low income: Below 60% of the Lawrence Standard Metropolitan Statistical Area (SMSA) median income based on Housing and Urban Development (HUD) figures ("median income") adjusted for household size.
Moderate income: 60-79% of median income.
Upper-moderate income: 80-120% of median income.
- b. In determining the total number of affordable units required, a fractional unit of 0.5 or more shall be regarded as a whole unit.
- c. To the extent legally permissible, the affordable units shall be offered to give the maximum preference allowed by law to current seniors of the Town of Andover, employees of the Town of Andover, Andover natives and relatives of current Andover residents ("Local Preference"). This condition is intended to complement and not to override or supersede the fair marketing regulations of the Department of Housing and Community Development (DHCD), the Massachusetts Commission Against Discrimination (MCAD), or any authority with jurisdiction and like purpose, to provide low- and moderate-income housing.
- d. Such affordable units may be rented, sold or otherwise provided to qualified seniors in accordance with income and asset limitations established by the authorizing state or federal agency in those instances where the affordable units benefit directly from such assistance, or in the absence thereof pursuant to the definitions of income and assets established for the Low-Income Housing Tax Credit program, or pursuant to the standards promulgated by the Planning Board.

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- e. Affordable units shall be dispersed throughout the building(s) and shall be compatible with and generally comparable to the market-rate units in terms of location, quality and character.
- f. Of the affordable units, the applicant shall set aside units representing all three income levels as follows: 30% shall serve low income persons, 40% shall serve moderate income persons and 30% shall serve upper-moderate income persons.
- g. Although eligibility for the affordable units shall be determined by reference to income and assets of the prospective residents, the affordable units shall be considered affordable only if they are restricted in the amount of monthly rent or other monthly charges for the unit based upon a percentage of the applicable median income. For purposes of computing the monthly rent or other monthly charges for the unit, there shall be excluded any special charges for extra or specialized services which are not provided to the general population of the project but are unique to the particular needs of an individual senior. The standards of affordability for proposed projects, including, without limitation, the methods of determining and maintaining eligibility, the percentage of applicable median income used for limiting the monthly amounts charged for the affordable units and any variations in the percentages of median income in the three income levels shall be set and revised from time to time by the Planning Board provided said standards are consistent with appropriate federal and state standards.
- h. Prior to the issuance of any building permit for any units, affordability restrictions maintaining all affordable units in perpetuity shall be embodied in applicable deed covenants, contractual agreements and/or other mechanisms to ensure compliance with this section and shall be submitted to the Planning Board and Town Counsel for review and approval. Prior to the issuance of any building permit for any units, a clearance certificate shall be required to be issued by the Planning Division indicating compliance with this subsection. No clearance certificate shall be issued for any units until (a) all documents necessary to ensure compliance with this subsection including, without limitation, the documents referred to in this Section regarding affordability have been executed and recorded at the Registry of Deeds; and (b) any required cash or other contribution has been made to the Town or its designee.
- i. Nothing in this subsection shall preclude a developer from setting aside more than the required number of affordable units or from setting aside additional units for higher but limited income groups or from setting aside more units for lower-income groups.
- j. For purposes of ensuring that the applicant is abiding by its obligations relative to the affordable units pursuant to the special permit, a monitoring agent shall be assigned by the Planning Board and prior to the issuance of a building permit, a monitoring agreement shall have been submitted to the Planning Board and Town Counsel for review and approval. The applicant and successors and assigns as owners of the project (applicant/owner), shall pay, in perpetuity, any reasonable fees charged by the monitoring agent/agency.
- k. If an affordable dwelling unit is a rental unit, on each anniversary of the unit, the applicant/owner will obtain and maintain on file a Certification of Tenant Eligibility in a form and for the time period approved by the monitoring agent. Such Certifications shall be filed annually with the Planning Division in the Town of Andover. The applicant shall verify that the income provided by an applicant in an income certification is accurate. The applicant will maintain complete and accurate records pertaining to the Affordable

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Units, and during reasonable business hours and upon reasonable notice, will permit the Town to inspect the books and records of the applicant pertaining to the Affordable Units.

1. The applicant may, with the permission of the Planning Board, in lieu of one or more affordable ownership unit(s), contribute to the Town of Andover Municipal Affordable Housing Trust Fund, a cash contribution determined by the Planning Board in combination with the Housing Trust Fund Board of Trustees, and is to be used for the benefit of senior households in Andover.

9. *Access and On-site Circulation.* Adequate on-site circulation shall be provided to and from the site, taking into consideration the adjacent sidewalks and streets and accessibility of the site and building(s) thereon for emergency vehicles. Adequate provision shall be made for off-street loading and unloading requirements of delivery vehicles and passengers using private transportation.

10. *Public Safety.*

- a. The facility shall have an integrated emergency call, telephone and other communication system to provide monitoring for its residents. Said system shall be reviewed and approved by Andover Fire Rescue.
- b. There shall be sufficient site access for public safety vehicles.
- c. A plan shall be approved by Andover Fire Rescue for the emergency evacuation of residents, regardless of impairments.
- d. The Andover Fire Chief shall review all structures and circulation to ensure the accessibility of fire and other emergency vehicles.

11. *Landscaping.* Landscaping and screening is required to obscure visibility of parking areas, dumpster locations and loading areas from beyond the boundaries of the premises.

12. *Transportation Services.* Transportation to town services and facilities shall be provided.

13. *Water.* The proposed development shall be supplied with an adequate water system approved by the Water Division, Fire Rescue and Board of Health.

14. *Waste Disposal.* The proposed development shall be connected to a municipal sewer system or an adequate sewage disposal system approved by the Andover Board of Health.

15. *Age Restrictions.* All dwelling units within the SRCOD shall require at least one resident to have attained the age of 62 and no resident shall be under the age of 18. Prior to issuance of the first building permit for a building, the applicant shall record a restriction, approved by Town Counsel, that all units shall require at least one resident to have attained the age of 62 and that no resident of a dwelling unit shall be under the age of 18.

8.8.6. Design Objectives

Each project within the SCROD shall:

1. Blend the scale of institutional, professional and residential structures into the site design.

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2. Provide safe vehicular and pedestrian ways, and minimize traffic impacts.
3. Provide a minimum of two vehicular access and egress points for each project.
4. Preserve natural features, wetlands, scenic vistas and open spaces when possible.
5. Consider site design that meets the specific needs of the aging population.
6. Minimize the visual impact of parking areas.
7. Incorporate energy efficient and environmentally sensitive principles.
8. Provide suitable means of access and egress to dwellings for persons with disabilities. Enclosed walkways and/or unenclosed walkways connecting all buildings shall be permitted.
9. Shall incorporate pedestrian amenities, accessory uses and community benefits into the overall design in a harmonious way.
10. Locate structures on the site so as to provide for the privacy of residents adjacent to the SRCOD.
11. Provide a Site Management Plan developed to outline the ongoing maintenance of the Common Open Space to ensure its function, appearance, cleanliness, and for ongoing drainage and utility maintenance.
12. Clearly identify on a plan the publicly owned and/or publicly accessible land areas.
13. Provide for public pedestrian access from River Road to the Merrimack River when possible. All development proposals which include frontage along the Merrimack River shall include existing and future pedestrian pathways within 500 feet of the river for public use and enjoyment. (No pathway within 500 feet of the river should have an impervious surface). Said pedestrian pathway shall be publicly accessible via a public access easement or conveyance. The easement width for these pathways shall be not less than twenty (20) feet, unless otherwise approved by the Planning Board.
14. Incorporate low-impact development (LID) design techniques or Stormwater Best Management Practices (such as, but not limited to, pervious paving, landscape swales, vegetative filters or rain gardens, and landscape infiltration facilities) to lessen the environmental impact of development along the Merrimack River.

8.8.7. Roadway and Parking Requirements

The following parking standards shall apply to SRCOD facilities approved under this section of the by-law. The Planning Board may waive the construction of parking until it is demonstrated that it is needed. However, parking areas shall be designated to anticipate the future demand. The minimum requirements are as follows:

1. *Detached Independent Living*: One (1) parking space per dwelling unit.
2. *Attached Independent Living*: One (1) parking space per dwelling unit.
3. *Congregate Housing and Assisted Living*: One (1) parking space for every five (5) beds and one (1) parking space for each employee on the largest shift.
4. *Restorative Care or Nursing Care facility*: One (1) parking space for every twenty (20) beds and one (1) parking space for every employee on the largest shift.

All other parking and screening provisions of the Andover Zoning By-laws shall apply unless changed by this section.

If there is a mix of uses, the Planning Board may waive the parking requirements to reduce the amount of impervious material on site. The Planning Board may require areas to be set aside for future parking needs.

8.8.8. Bonus

The granting of any bonus density shall not exempt the applicant from meeting any of the other requirements of this or other reference sections of the Bylaw. Any bonus proposal must be reviewed and approved by the Planning Board and clearly stated in the special permit.

Open Space: The objective is to increase the amount of Protected Open Space on the site and provide public access to the Merrimack River. The number of dwelling units (Independent Living, Congregate Care or Assisted Living Units or Nursing/Restorative beds) proposed may be increased by fifteen (15%) percent (i.e. for every 10 dwelling units, 2 additional dwelling units may be built) if the proposed SRCOD provides fifty (50%) Protected Open Space instead of thirty (30%) percent. A Protected Open Space plan shall identify all of the Common and Protected Open Space, and the publicly accessible land areas, with the intent of providing for public access from River Road to the Merrimack River.

Preservation: The objective is to preserve existing buildings within the district. The number of dwelling units (Independent Living, Congregate Care or Assisted Living Units or Nursing/Restorative beds) proposed may be increased by fifteen percent (15%) (i.e. for every 10 dwelling units, 2 additional dwelling units may be built) if the proponent of the SRCOD includes the preservation and rehabilitation of existing buildings as part of the redevelopment plan.

Affordable Housing: The objective is to provide additional alternative affordable housing options for seniors in Andover having reached the age of sixty-two (62). The number of dwelling units (Independent Living, Congregate Care or Assisted Living Units) may be increased by two (2) market rate dwelling units for each one (1) additional affordable unit.

Density Bonus Limitations: The use of all density bonuses provided may not result in exceeding the maximum allowed number of units as outlined herein.

8.8.9. Procedure

1. *Pre-Application.* Prior to the submittal of a special permit application, a “Concept Plan” shall be submitted to help guide the development of the site plan process for the proposed project build-out and individual elements thereof. Such Concept Plan should reflect the following:
 - a. Overall building footprint;
 - b. Areas which shall remain undeveloped; and
 - c. General site improvements, groupings of buildings, and proposed land uses.

The Concept Plan is intended to be used as a tool for both the applicant and the Planning Board to ensure that the proposed project design will be consistent with the requirements of the SRCOD.

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2. *Application.* An application for a special permit shall be submitted to the Andover Planning Board pursuant to the submission requirements and procedures contained in Section 9.4. and Section 9.5.3. of the Zoning Bylaw.
3. *Additional Submittals:*
 - a. *Waivers.* At the request of the applicant in a narrative form, the Planning Board may waive certain dimensional, design and other requirements as stated herein (unless expressly prohibited), in the interests of design flexibility and overall project quality if it finds that the project is consistent with the overall purpose and objectives of the SRCOD, or if it finds that such waiver will allow the project to achieve a high quality design incorporating a desired mix of open space, affordability, a mix of uses, and/or physical character.
 - b. A transportation plan, consisting of the following information:
 - (i) A plan showing the proposed parking, loading, traffic and pedestrian circulation within the site; access and egress points and other features related to traffic generated by the proposed use.
 - (ii) A traffic study, prepared by a qualified traffic engineer, detailing the expected traffic impacts. The required traffic study shall substantially conform to the Institute of Transportation Engineers' "Traffic Access and Impact Studies for Site Development: A Recommended Practice," latest edition. In addition, the applicant shall submit a Transportation Demand Management (TDM) plan tailored to the specific uses and the geographic location of the site.
 - (iii) Proposed mitigation measures, if any, including vehicle trip reduction from the Project.

And further that non-substantive changes to the numbering of this by-law be permitted in order that it be in compliance with the numbering format of the Andover Code of By-laws, or take any other action related thereto.

On the request of the Franciscan Overlay Task Force and Planning Board

It was moved and duly seconded to approve Article 26 as printed in the Warrant.

It was moved and duly seconded to amend the main motion by striking the word "assisted" as it appears preceding the words "living units" in Section 8.8.5.8.a of the Senior Residential Community Overlay District (SCROD). The Moderator declared the motion to amend the main motion Passed by Majority vote.

The Moderator then took up the Main Motion as amended

VOTE: A 2/3 vote being required for passage, the Moderator declared the Main Motion,

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as amended, PASSED by more than a 2/3 Vote

Board of Selectmen Report: Approval

Planning Board Report: Approval

Amend Town of Andover Zoning Map – Senior Residential Community Overlay District

ARTICLE 27. To see if the Town will amend Article VIII, Section 2.2. Overlay Districts of the Zoning Bylaw by adding at the end of Section 2.2, Senior Residential Community Overlay District and amend the Town of Andover Zoning Map, to establish a Senior Residential Community Overlay District as shown on a plan titled “Proposed Senior Residential Community Overlay District”, dated, December 4, 2012, as prepared by and reviewed by the Town Engineer, which plans are on file in the office of the Town Clerk and which are hereby made part of the Town Zoning Map.

And further that non-substantive changes to the numbering of this by-law be permitted in order that it be in compliance with the numbering format of the Andover Code of By-laws, or take any other action related thereto.

On the request of the Franciscan Overlay Task Force and Planning Board

Upon motion made and duly seconded it was VOTED to approve Article 27 as printed in the Warrant.

VOTE: A 2/3 vote being required for passage, the Moderator declared the Motion PASSED by more than a 2/3 Vote

Board of Selectmen Report: Approval

Planning Board Report: Approval

Town Building and Facility Maintenance

ARTICLE 28. To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination and appropriate the sum of \$600,000 for the purpose of paying costs of constructing, adding to, remodeling, reconstructing and making extraordinary repairs to and equipping various Town buildings and facilities and for the payment of all other costs incidental and related, or to take any other action related thereto.

On request of the Acting Plant and Facilities Department Director

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Upon motion made and duly seconded it was VOTED that \$300,000 is appropriated for the purpose of paying costs of constructing, adding to, remodeling, reconstructing and making extraordinary repairs to and equipping various Town buildings and facilities and for the payment of all other costs incidental and related thereto, and that to meet this appropriation, the Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to Chapter 44, Section 7(3A) of the General Laws, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor.

VOTE: A 2/3 vote being required for passage, the Moderator declared after a Standing Count that the Motion PASSED by a vote of 275 in favor to 122 opposed

Finance Committee Report: Approval

Board of Selectmen Report: Approval

Greater Lawrence Technical School HVAC Renovation

ARTICLE 29. To see if the Town will vote to approve the indebtedness authorized by the Regional District School Committee of the Greater Lawrence Regional Vocational Technical School District for the purpose of paying costs of reconstructing and making extraordinary HVAC repairs at the District High School located at 57 River Road in Andover and for the payment of all other costs incidental and related thereto (the “Project”), which proposed repair project would materially extend the useful life of the school and preserve an asset that otherwise is capable of supporting the required educational program, and for which the District may be eligible for a school construction grant from the Massachusetts School Building Authority (“MSBA”), or take any other action related thereto.

On request of the Greater Lawrence Regional Vocational Technical School District

Upon motion made and duly seconded it was VOTED to approve the indebtedness authorized by the Regional District School Committee of the Greater Lawrence Regional Vocational Technical School District for the purpose of paying costs of reconstructing and making extraordinary HVAC repairs at the District High School located at 57 River Road in Andover and for the payment of all other costs incidental and related thereto (the “Project”), which proposed repair project would materially extend the useful life of the school and preserve an asset that otherwise is capable of supporting the required educational program, and for which the District may be eligible for a school construction grant from the Massachusetts School Building Authority (“MSBA”).

VOTE: A 2/3 vote being required for passage, the Moderator declared the Motion PASSED by more than a 2/3 Vote

Finance Committee Report: Approval

Board of Selectmen Report: Approval

Zoning Bylaw Amendment – Andover Transit Oriented Development District (ATODD)

ARTICLE 30. To see if the Town will vote to amend the Zoning Bylaw by adding the following new Section 8.7 Andover Transit Oriented Development District (ATODD).

SECTION 8.7: ANDOVER TRANSIT ORIENTED DEVELOPMENT DISTRICT (ATODD)

8.7.1 Purpose.

It is the purpose of this Section to establish the Andover Transit Oriented Development District (ATODD), to encourage smart growth, and to foster a range of housing opportunities within mixed-use development projects, to be proposed in a distinctive and attractive site development program that promotes compact design, preservation of open space, and a variety of transportation options, including enhanced pedestrian access to employment and nearby transportation systems. Other objectives of this Section are to:

1. Promote the public health, safety, and welfare by encouraging diverse housing opportunities.
2. To promote mixed use and economic development that is safe, pedestrian friendly, near rail transit and near the Town's civic and commercial center.
3. Increase the production of a range of housing units to meet existing and anticipated housing needs.
4. Provide a mechanism by which residential development can directly increase the housing supply and diversity.
5. Establish requirements, standards, and guidelines, and ensure predictable, fair and cost-effective development review and permitting.
6. Establish development standards to allow context-sensitive design and creative site planning.

8.7.2 Definitions.

For purposes of this Section, the following definitions shall apply:

Design Guidelines: Guidelines adopted to preserve and augment the architectural qualities, historic character and pedestrian scale of, and which are applicable to, all Development Projects herein.

Development Project: A Development Project is proposed construction having any of the following characteristics:

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- a. A proposal to increase the gross floor area of an existing building by more than 2,000 square feet.
- b. A proposal to construct a building or buildings in excess of 10,000 square feet.
- c. A proposal to alter, renovate, reconstruct or redevelop more than 40% of the gross floor area of an existing building, when there is a change of use.
- d. For the purposes of the above computation, total development on the subject property within the prior five years shall be considered.
- e. A project which results in less than the characteristics for a Development Project but greater than 300 square feet of new gross floor area shall not be considered a Development Project but shall be subject to Site Plan Review.
- f. A project which results in less than or equal to 300 square feet of new gross floor area shall not be subject to this Section.

Mixed Use: Any structure containing two or more of the Permitted Uses as set forth in this By-law.

Multifamily Dwelling: Dwelling containing four or more dwelling units.

Special Permit Granting Authority: For purposes of reviewing Development Project applications and issuing decisions on Development Projects within the ATODD, the Special Permit Granting Authority shall be the Planning Board.

Structured Parking Facilities: A structure or structures constructed to provide off street parking for automobiles, in connection with the construction of a Development Project. This may include parking under a building.

8.7.3 Overlay District.

The ATODD is an overlay district that is superimposed over the underlying zoning district(s), as shown on the Official Zoning Map on file in the Office of the Town Clerk.

1. *Underlying Zoning.* The ATODD is an overlay district superimposed on all underlying zoning districts. The Zoning By-law governing the underlying zoning district(s) shall remain in full force and effect, except for Projects undergoing development pursuant to this By-law. Within the boundaries of the ATODD a developer may elect to develop a project in accordance with the ATODD, or to develop a project in accordance with the requirements of the regulations for use, dimension and all other provisions of the Zoning By-law governing the underlying zoning district(s).
2. *Applicability of ATODD.* An Applicant for a Project proposed within the ATODD may seek a Special Permit in accordance with the requirements of this bylaw. When a building

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permit is issued for any Project approved in accordance with this By-law, the provisions of the underlying district(s) shall no longer be applicable to the land shown on the site plan which was submitted pursuant to this By-law.

8.7.4 Permitted Uses.

1. *Permitted Uses.* The following uses, either standalone or in combination, are allowed in the ATODD. All other uses are prohibited:

Multifamily dwellings;

Municipal Facilities;

Structured Parking Facilities;

Non-residential uses, in accordance with the following “Table of Non-residential Uses”, but only by issuance of a Special Permit by the Planning Board under this bylaw.

Use
<u>Institutional Uses</u>
1. Philanthropic or charitable institution
<u>Business and Commercial Uses</u>
1. Private club not conducted for profit
2. Personal service establishment
3. Banking establishment
4. Retail sales establishment
5. Convenience store
6. Non-exempt educational use
7. Medical center or clinic
8. Self-service laundry or dry-cleaning operation
9. Restaurants
a. Restaurant, sit down
b. Restaurant, fast food
10. Shop for custom work involving the manufacture of articles to be sold on the premises
11. Indoor commercial recreation establishment
12. Business, professional or administrative office
13. Motel or hotel (see Section 4.1.5.1 of the Zoning By-Law)
14. Commercial parking lot or garage
15. Major non-residential project (see Sections 9.4 and 10.0 of the Zoning By-Law)

Non-residential use of any building, structure or land within the ATODD is prohibited except as permitted above.

2. *Accessory Uses.* Uses which are subordinate to, clearly incidental to, customary in connection with, and located in the same structure as a Permitted Use and which do not, in effect, constitute conversion of the Permitted Use to a use not otherwise permitted in the ATODD shall be permitted.

8.7.5 Density.

1. *Residential.* The permissible residential density in the ATODD is forty (40) dwelling units per acre.
2. *Non-residential - Retail.* No individual retail establishment shall exceed 25,000 square feet of Gross Floor Area.
3. *Integration of Uses.* The Special Permit Granting Authority may require the integration of residential and non-residential uses in a Mixed Use structure as a condition of Approval.
4. *Multiple Buildings.* In the ATODD, more than one building may be erected on a single lot.

8.7.6 Dimensional Regulations.

1. *First Floor.* Buildings with a commercial use on the first floor shall be located directly behind the front sidewalk (0-foot maximum setback) on any street. However, regardless of the width of the existing sidewalk, a minimum of 8 feet shall be required from the curb line to the front of the building.
2. *Building Height.* The maximum allowed heights of all buildings in the district shall be as follows:

Building heights shall conform to and be measured according to the following standards:

- a. When adjacent to or up to ninety (90') feet from the property line on North Main Street, the heights of all buildings shall be no more than thirty-five (35') feet above the adjacent public street.
- b. When more than ninety (90) feet from the property line on North Main Street, and otherwise not restricted by this section, the heights of all buildings in the district shall be no more than sixty-five (65) feet.
- c. When adjacent to or up to fifteen (15) feet from the property line on Essex Street and/or Pearson Street, the heights of all buildings in the district shall be no more than thirty-five (35) feet if otherwise not restricted by this section.

- d. From fifteen (15) feet to fifty (50) feet from the property line on Essex Street and/or Pearson Street, the maximum heights of all buildings in the district shall be fifty (50) feet. After fifty (50) feet, and if otherwise not restricted by this section, the maximum allowed height shall be sixty-five (65) feet.
 - e. When the property frontage is on the east side of Railroad Street, the heights of all buildings within fifty (50) feet of Railroad Street shall be no more than fifty (50) feet. After fifty (50) feet, and if otherwise not restricted by this section, the maximum allowed height shall be sixty-five (65) feet.
 - f. For all other buildings within the district, not otherwise restricted by this section, the maximum height shall be fifty (50) feet.
 - g. The maximum building heights specified by this section shall not apply to any pedestrian walkways over the MBTA railroad tracks.
 - h. When a building façade extends more than one hundred (100) feet across a grade of equal to or greater than ten (10) feet in elevation differential, the maximum height of the building shall be determined from the average grade across each one hundred (100) foot increment.
 - i. No additional restrictions shall apply to buildings fronting on Lewis Street, Buxton Court, or to any new roads created within the district, except as otherwise restricted by the above limitations.
 - j. The height of any building in the ATODD shall be calculated according to the definition of Building Height in this By-law.
- 3. *Building Coverage.* The maximum building coverage in the ATODD shall be 75% of the lot covered by the footprint area of a building or buildings.
 - 4. *Parcel Size.* The minimum parcel size required for a Development Project shall be one-half (0.5) acre.

8.7.7 Performance Standards.

- 1. *Driveways.* The location of driveway openings in relation to traffic and adjacent streets shall provide for the convenience and safety of vehicular and pedestrian movement within the site. The number of curb cuts on state and local roads shall be minimized.
- 2. *Interior Design.* The development shall assure safe interior circulation within its site by separating pedestrian, bike, and vehicular traffic.
- 3. *Transportation Plan.* The development shall be subject to an approved Transportation Plan, which shall consist of the following information:

- a. The proposed parking, loading, traffic and pedestrian circulation within the site; access and egress points; and other features related to traffic generated by the proposed use. Multiple access and egress points may be required for each Development Project.
- b. A traffic study, prepared by a board certified/licensed traffic engineer, detailing the expected traffic impacts. The required traffic study shall substantially conform to the Institute of Transportation Engineers' "Traffic Access and Impact Studies for Site Development: A Recommended Practice," latest edition. The PAA shall review the geographic scope and content of the study. In addition, the Applicant shall submit a Transportation Demand Management (TDM) plan tailored to the specific uses and geography of the site.
- c. Proposed mitigation measures, as needed, including vehicle trip reduction from the project.

8.7.8 Design Guidelines and Review.

1. In order to preserve and augment the ATODD's architectural qualities, historic character and pedestrian scale, the Planning Board is authorized to adopt Design Guidelines which are not inconsistent with this By-law.
2. The Design Review Board shall review all Development Projects pursuant to this By-law.

8.7.9 Off-Street Parking and Loading Regulations.

1. *Structured Parking.* Parking within the ATODD shall be accommodated within Structured Parking Facilities and under buildings to the maximum extent possible. On-street parking may be provided on private streets within the development project in front of and adjacent to retail stores.
2. *Off-Street Parking and Loading Requirements.* Any structure that is constructed, enlarged, or extended, or has a change-of-use which affects the computation of parking spaces, and any use of land established, or any existing use is changed, parking and loading spaces shall meet the following requirements:
 - a. Residential uses require a minimum of 1.0 space per unit.
 - b. Non-residential uses require a maximum 3.0 spaces per 1,000 sq. ft. of gross floor area.
3. *Allowance.* The Planning Board may make an allowance for up to 15% reduction of parking requirements when shared parking is proposed for non-residential uses.

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4. *Computation of Spaces.* When the computation of required parking or loading spaces results in the requirement of fractional space, any fraction more than one-half (1/2) shall require one (1) space.
5. *Location of Loading Spaces.* Any and all loading spaces required shall, in all cases, be on the same lot as the use they are intended to serve. In no case shall the required loading spaces be part of the area used to satisfy the parking requirements of this By-law.

8.7.10 Application for Development Project Approval.

All applications for a Special Permit to gain approval under this section shall be submitted to the Planning Board pursuant to the submission requirements and procedures contained in this By-law.

8.7.11 Severability.

If any provision of this Section 8.7 is found to be invalid by a court of competent jurisdiction, the remainder of Section 8.7 shall remain in full force and effect. The invalidity of any provision of this Section 8.7 shall not affect the validity of the remainder of the Town of Andover's Zoning By-Law.

And further that non-substantive changes to the numbering of this by-law be permitted in order that it be in compliance with the numbering format of the Andover Code of By-laws, or take any other action related thereto.

On the request of the Board of Selectmen and Planning Board

It was moved and duly seconded to approve Article 30 as printed in the Warrant.

A motion to amend the main motion to amend Section 8.7.9 (4) of the proposed Bylaw was declared defeated by the Moderator for failure to receive a Majority vote.

The Moderator then returned to the original motion.

VOTE: A 2/3 vote being required for passage, the Moderator declared after a Standing Count that the Motion FAILED by a vote of 295 in favor to 191 opposed

Finance Committee Report: Approval
Board of Selectmen Report: Approval

Amend Town of Andover Zoning Map – Andover Transit Oriented Development District

ARTICLE 31. To see if the Town will amend Article VIII, Section 2.2. Overlay Districts of the Zoning Bylaw by adding at the end of Section 2.2, Andover Transit Oriented Development

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District and amend the Town of Andover Zoning Map, to establish an Andover Transit Oriented Development District as shown on a plan titled “Andover Transit Oriented Development District”, dated, January 16, 2013, as prepared by The Cecil Group, which plans are on file in the Office of the Town Clerk and which are hereby made part of the Town Zoning Map.

And further that non-substantive changes to the numbering of this by-law be permitted in order that it be in compliance with the numbering format of the Andover Code of By-laws, or take any other action related thereto.

On request of the Board of Selectmen and Planning Board

Upon Motion made and duly seconded it was VOTED to Withdraw Article 31 from the Warrant

VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote

On Motion made by Town Counsel Thomas J. Urbelis and duly seconded it was VOTED by Majority vote to recess the Annual Town Meeting until after the Special Town Meeting. The Annual Town Meeting recessed at 9:01 PM and reconvened at 9:41 PM after dissolution of the Special Town Meeting. The minutes of the Special Town Meeting follow in this book after the Annual Town Meeting minutes.

The Moderator then took up the Annual Town Meeting Warrant

AHS Tennis Courts Renovation

ARTICLE 32. To see if the Town will vote to raise by taxation, transfer from available funds, borrowing or by any combination thereof and appropriate the sum of \$400,000 for the purpose of paying costs of tennis court renovations at Andover High School, and for the payment of all other costs incidental and related thereto, or take any other action related thereto.

On request of the Acting Plant and Facilities Department Director

It was VOTED that \$400,000 is appropriated from Free Cash for the purpose of paying costs of tennis court renovations at Andover High School, and for the payment of all other costs incidental and related thereto.

VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote

Finance Committee Report: Approval

Board of Selectmen Report: Approval

School Committee Report: Approval

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Planning Board Report: Approval

Land Acquisition – 141 Chandler Road

ARTICLE 33. To see if the Town will vote to appropriate the sum of \$775,000 for the acquisition and for costs related to such acquisition of the land and for construction of a fence at 141 Chandler Road containing 11.5 acres, more or less, shown as Parcel A and Parcel B on a plan entitled “Plan of Land located in Andover, Massachusetts, prepared for the Town of Andover and Camp, Dresser & McKee, Inc.,” by Richard F. Kaminski and Associates, Inc., dated May 24, 2010, which plan is on file with the Town Clerk, and to authorize the Board of Selectmen to acquire such land by gift, purchase or eminent domain for municipal purposes, upon terms and conditions deemed by the Board of Selectmen to be in the best interest of the Town, and that to raise this appropriation, the Treasurer, with the approval of the Board of Selectmen, is authorized to borrow said sum pursuant to Chapter 44 of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefor, or take any other action related thereto.

On request of the Town Manager

Upon motion made and duly seconded it was VOTED to approve Article 33 as printed in the Warrant.

VOTE: A 2/3 vote being required for passage, the Moderator declared the Motion PASSED by more than a 2/3 Vote

Finance Committee Report: Approval

Board of Selectmen Report: Approval

Planning Board Report: Approval

Town Playground Replacements

ARTICLE 34. To see if the Town will vote to raise by taxation, transfer from available funds, borrowing or by any combination thereof and appropriate the sum of \$100,000 for the purpose of paying costs of Town playground replacements, and for the payment of all other costs incidental and related thereto, or take any other action related thereto.

On request of the Acting Plant and Facilities Department Director

Upon motion made and duly seconded it was VOTED to Withdraw Article 34 from the Warrant.

VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote

School Facility Space Needs Study

ARTICLE 35. To see if the Town will vote to raise by taxation, transfer from available funds, borrowing or by any combination thereof and appropriate the sum of \$225,000 for the purpose of paying costs of a comprehensive school space needs study, and for the payment of all other costs incidental and related thereto, or take any other action related thereto.

On request of the Superintendent of Schools

Upon motion made and duly seconded it was VOTED that \$130,000 is appropriated from Free Cash for the purpose of paying costs of a comprehensive school space needs study, and for the payment of all other costs incidental and related thereto.

VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote

Finance Committee Report: Approval
Board of Selectmen Report: Approval
School Committee Report: Approval

School Building Maintenance and Renovation

ARTICLE 36. To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination and appropriate the sum of \$1,000,000 for the purpose of paying costs of constructing, adding to, remodeling, reconstructing and making extraordinary repairs to and equipping various School buildings and roofs and for the payment of all other costs incidental and related thereto, or take any other action related thereto.

On request of the Acting Plant and Facilities Department Director

Upon motion made and duly seconded it was VOTED that \$900,000 is appropriated for the purpose of paying costs of constructing, adding to, remodeling, reconstructing and making extraordinary repairs to and equipping various School buildings and roofs and for the payment of all other costs incidental and related thereto, and that to meet this appropriation, the Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to Chapter 44, Section 7(3A) of the General Laws, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor.

VOTE: A 2/3 vote being required for passage, the Moderator declared the Motion PASSED by more than a 2/3 Vote

Finance Committee Report: Approval
Board of Selectmen Report: Approval
School Committee Board Report: Approval

Annual Computer Workstation & Laptop Replacement Program

ARTICLE 37. To see if the Town will vote to transfer the sum of \$218,300 from the Cable Franchise Fee account and appropriate the sum of \$218,300 for the purpose of leasing town and school administrative and teacher computer workstations and laptops, including costs incidental and related thereto, or take any other action related thereto.

On request of the Chief Information Officer

Upon motion made and duly seconded it was VOTED to approve Article 37 as printed in the Warrant.

VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote

Finance Committee Report:	Approval
Board of Selectmen Report:	Approval
School Committee Board Report:	Approval

West Middle School Heating System

ARTICLE 38. To see if the Town will vote to raise by taxation, transfer from available funds, borrowing or by any combination thereof and appropriate the sum of \$1,250,000 for the purpose of paying costs of upgrades to the West Middle School heating and ventilation system, and for the payment of all other costs incidental and related thereto, and to authorize the Selectmen to accept all gifts and grants related thereto, or take any other action related thereto.

On request of the Acting Plant and Facilities Department Director

Upon motion made and duly seconded it was VOTED that \$1,250,000 is appropriated for the purpose of paying costs of upgrades to the West Middle School heating and ventilation system and for the payment of all other costs incidental and related thereto, and to authorize the Selectmen to accept all gifts and grants related thereto, and that to meet this appropriation, the Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to Chapter 44, Section 7(3A) of the General Laws, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor.

VOTE: A 2/3 vote being required for passage, the Moderator declared the Motion PASSED by more than a 2/3 Vote

Finance Committee Report:	Approval
Board of Selectmen Report:	Approval
School Committee Board Report:	Approval

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At 10:29 PM on Motion of Town Counsel Thomas J. Urbelis, duly made and seconded, it was VOTED by a Majority vote to adjourn the meeting to May 8, 2013 at the same hour and place.

ANNUAL TOWN MEETING - THIRD SESSION – May 8, 2013

The check lists were used at the entrance and Three Hundred and Thirty (330) voters were admitted to the meeting on the third night of the meeting.

Sheila M. Doherty, Moderator, called the meeting to order at 7:00 P.M.

Upon majority consent it was VOTED to admit non-voters to the meeting. Thirty Six (36) non-voters were admitted during the third night of the meeting.

The Moderator announced various housekeeping issues to the meeting members, including turning off cell phones, no smoking, food or drinks (except water) in the Field House.

The Moderator announced the voting sections of the Hall.

The Moderator introduced the stage participants to meeting members.

The Moderator announced that there would not be an Ombudsman in attendance this evening, but that the forms for submitting amendments to motions were available on the Ombudsman's table.

The Moderator then took up the Warrant.

(Note: after the vote on Article 55 and before Article 56 was taken up the Moderator recognized Paul J. Salafia, Chair of the Board of Selectmen. Mr. Salafia commended Police Chief Brian Pattullo, who is retiring in August, for his long and dedicated service to the Town and recognized his many personal and professional accomplishments. Chief Pattullo began his service on the Andover Police Department as a patrolman in 1981, was promoted to Sergeant in 1991 and appointed Chief of Police in 1998.)

Off-Street Parking Program

ARTICLE 39. To see if the Town will vote to transfer the sum of \$60,000 from off-street parking receipts and appropriate \$60,000 for the purpose of purchasing and installing a pay-and-display units at municipal parking lots, including costs incidental and related or take any other action related thereto.

On request of the Chief of Police

ANNUAL TOWN MEETING – MAY 6, 7 & 8, 2013

On motion made and duly seconded it was VOTED to approve Article 39 as printed in the Warrant

VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote

Finance Committee Report:	Approval
Board of Selectmen Report:	Approval

Spring Grove Cemetery Maintenance

ARTICLE 40. To see if the Town will vote to transfer the sum of \$15,000 from the Spring Grove Cemetery Perpetual Care reserve account and appropriate the sum of \$15,000 for the purpose of cemetery maintenance including costs incidental and related thereto, or take any other action related thereto.

On request of the Acting Plant and Facilities Department Director

Upon motion made and duly seconded it was VOTED to transfer the sum of \$6,000 from the Spring Grove Cemetery Perpetual Care reserve account and appropriate the sum of \$6,000 for the purpose of cemetery maintenance including costs incidental and related thereto.

VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote

Finance Committee Report:	Approval
Board of Selectmen Report:	Approval

Major Water Main Replacement

ARTICLE 41. To see if the Town will vote to raise by borrowing, or transfer from available funds or by any combination and appropriate the sum of \$1,000,000 for the purpose of paying costs of design, engineering, constructing, reconstructing or replacing water mains, and for the payment of all other costs incidental and related thereto, including, but not limited to, all costs associated with land acquisition by conveyance or eminent domain, or take any other action related thereto.

On request of the Acting Department of Public Works Director

Upon motion made and duly seconded it was VOTED that \$1,000,000 is appropriated for the purpose of paying costs of design, engineering, constructing, reconstructing or replacing water mains, and for the payment of all other costs incidental and related thereto, including, but not limited to, all costs associated with land acquisition by conveyance or by eminent domain, and

ANNUAL TOWN MEETING – MAY 6, 7 & 8, 2013

that to meet this appropriation, the Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to Chapter 44, Section 8 (5) of the General Laws, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor.

**VOTE: A 2/3 vote being required for passage, the Moderator declared the Motion
PASSED by more than a 2/3 Vote**

Finance Committee Report: Approval
Board of Selectmen Report: Approval

Water Distribution Maintenance Program

ARTICLE 42. To see if the Town will vote to raise by borrowing, or transfer from available funds or by any combination and appropriate the sum of \$500,000 for the purpose of paying costs of cleaning and lining or replacing water mains, and for the payment of all other costs incidental and related thereto, or take any other action related thereto.

On request of the Acting Department of Public Works Director

Upon motion made and duly seconded it was VOTED that \$500,000 is appropriated for the purpose of paying costs of cleaning and lining or replacing water mains, and for the payment of all other costs incidental and related thereto, and that to meet this appropriation, the Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to Chapter 44, Section 8 (5) of the General Laws, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor.

**VOTE: A 2/3 vote being required for passage, the Moderator declared the Motion
PASSED by more than a 2/3 Vote**

Finance Committee Report: Approval
Board of Selectmen Report: Approval

Water Treatment Plant Parking & Site Improvements

ARTICLE 43. To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination and appropriate the sum of \$100,000 for the purpose of paying costs of parking and site improvements at the Water Treatment Plan, or to take any other action related thereto.

On request of the Acting Department of Public Works Director

Upon motion made and duly seconded it was VOTED to Withdraw Article 43 from the Warrant

VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote

Water & Sewer Vehicles

ARTICLE 44. To see if the Town will vote to transfer the sum of \$140,000 from water and sewer reserves and appropriate the sum of \$140,000 for the purpose of purchasing water and sewer vehicles, or to take any other action related.

On request of the Acting Department of Public Works Director

Upon motion made and duly seconded it was VOTED to transfer the sum of \$50,000 from water and sewer reserves and appropriate the sum of \$50,000 for the purpose of purchasing water and sewer vehicles.

VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote

Finance Committee Report:	Approval
Board of Selectmen Report:	Approval

Water Distribution System Flushing Program

ARTICLE 45. To see if the Town will vote to transfer the sum of \$195,000 from water reserves and appropriate the sum of \$195,000 for the purpose of paying the costs of a water distribution system flushing program, or to take any other action related.

On request of the Acting Department of Public Works Director

On motion made and duly seconded it was VOTED to approve Article 45 as printed in the Warrant.

VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote

Finance Committee Report:	Approval
Board of Selectmen Report:	Approval

Fire Hydrant Infrastructure Maintenance

ARTICLE 46. To see if the Town will vote to raise by borrowing, or transfer from available funds or by any combination and appropriate the sum of \$1,000,000 for the purpose of paying costs of fire hydrant infrastructure maintenance, or to take any other action related thereto.

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On request of the Acting Department of Public Works Director

Upon motion made and duly seconded it was VOTED that \$1,000,000 is appropriated for the purpose of paying costs of fire hydrant infrastructure maintenance, and that to meet this appropriation, the Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to Chapter 44, Section 8 (7C) of the General Laws, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor.

VOTE: A 2/3 vote being required for passage, the Moderator declared the Motion PASSED by more than a 2/3 Vote

Finance Committee Report: Approval
Board of Selectmen Report: Approval

Zoning Bylaw Amendment – Valances of Awnings

ARTICLE 47. To see if the Town will vote to amend the Zoning Bylaw by:

Deleting Section 5.2.3.1.f. “On valances of awnings or similar devices, lettering, symbols, or graphic elements not exceeding three inches in height.”

And replacing with the following:

“On valances of awnings or similar devices, lettering, symbols, or graphic elements not exceeding six (6) inches in height and not exceeding 75% of the height of the valance.”

And by deleting the last sentence of Section 5.2.9. Signs in General Business (GB) Districts, 1.g, “Lettering on the valance of an awning shall not exceed 4.5 inches.”

And by deleting the last sentence of Section 5.2.10. Signs in Mixed Use (MU) Districts, 1.e., “Lettering on the valance of an awning shall not exceed 4.5 inches.”

And by deleting the last sentence of Section 5.2.11. Signs in Office Park Districts (OP) and Limited Service Districts (LS) 2, which reads, “Lettering on the valance of an awning shall not exceed 4.5 inches.”

And by deleting the last sentence of Section 5.2.12. Signs in Industrial G (IG) Districts, 1.a. which reads, “Lettering on the valance of an awning shall not exceed 4.5 inches.”

And by deleting the last sentence of Section 5.2.13. Signs in Industrial A (IA) Districts, 1.a. which reads, “Lettering on the valance of an awning shall not exceed 4.5 inches.”

And by deleting the last sentence of Section 5.2.14. Signs in Industrial D (ID) Districts, 1.a. which reads, “Lettering on the valance of an awning shall not exceed 4.5 inches.”

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And further that non-substantive changes to the numbering of this by-law be permitted in order that it be in compliance with the numbering format of the Andover Code of By-laws, or take any other action related thereto.

On request of the Design Review Board

Upon motion made and duly seconded it was VOTED to approve Article 47 as printed in the Warrant.

VOTE: A 2/3 vote being required for passage, the Moderator declared the Motion PASSED by more than a 2/3 Vote

Finance Committee Report:	Approval
Board of Selectmen Report:	Approval

Parking Management Action Plan for the Downtown

ARTICLE 48. To see if the Town will vote to raise by taxation, borrowing or transfer from available funds and appropriate the sum of \$18,000 to develop a Parking Management Action Plan for downtown Andover, or take any other action related thereto.

On the request of the Economic Development Council

It was moved and duly seconded to appropriate and raise by taxation the sum of \$18,000 to develop a Parking Management Action Plan for downtown Andover.

VOTE: A simple majority vote being required for passage, the Moderator declared after a Standing Count that the Motion FAILED by a vote of 109 in favor to 126 opposed

Finance Committee Report:	Approval
Board of Selectmen Report:	Approval
Planning Board Report:	Approval

Doherty Middle School / WWI Memorial Auditorium Renovations

ARTICLE 49. To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination and appropriate the sum of \$330,000 for the purpose of paying costs of constructing, adding to, remodeling, reconstructing and making extraordinary repairs to the Doherty Middle School and WWI Memorial Auditorium, and for the payment of all other costs incidental and related thereto, or take any other action related thereto.

On request of the Acting Plant and Facilities Department Director

Upon motion made and duly seconded it was VOTED to Withdraw Article 49 from the Warrant.

VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote

Zoning Bylaw Amendment – Industrial 2 District (ID2)

ARTICLE 50. To see if the Town will amend Article VIII, Section 2.1 of the Zoning Bylaw by adding at the end of Section 2.1, ID2 – Industrial 2 District and to further amend the bylaw as follows:

Amend Section 10.0 **DEFINITIONS** by adding the following:

“GROCERY STORE – An establishment where more than seventy percent (70%) of the gross floor area is devoted to the sale of food products for home preparation and consumption.”

Amend Section 9.0 **ADMINISTRATION AND PROCEDURES** by adding the following:

“9.4.10. Special Permit in the ID2 District.

In addition to the criteria contained in Section 9.4.2. and 9.4.8. of this bylaw, the Planning Board may issue a special permit in the ID2 District for a Personal Service Establishment, Retail Sales Establishment, Convenience Store, Grocery Store, Dry-Cleaning Operation, Restaurant (sit-down) Restaurant (fast-food), & Indoor Commercial Recreation Establishment (See Appendix A, Table 1) only after consideration of the additional special permit criteria outlined below:

- a. The proposed development shall have a positive economic benefit to Andover (including, but not limited to, fiscal impact, town services, and employment), is in harmony with the general purpose and intent of the Master Plan and is not unreasonably detrimental to the overall General Business Districts, specifically Downtown Andover.
- b. The proposed development shall demonstrate that the scale, massing and detailing of buildings are compatible with the character of the community. The Planning Board may at their discretion require the applicant to submit to the Design Review Board, pursuant to Section 9.6.3. of the Zoning By-Law for the Design Review Board Report.
- c. The proposed development shall provide landscape plans for the site, the parking areas and internal landscaped islands. The parking areas should service adjacent structures when possible. The Planning Board may at their discretion require additional landscaping.
- d. The development shall provide for adequate traffic mitigation and improvements if the proposed use negatively impacts current traffic flow conditions. At a minimum the applicant shall be required to join the local transportation management association.”

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Amend Section 4.0 **DIMENSIONAL REQUIREMENTS** by adding the following:

“4.1.4.3.g. No single Retail Sales Establishment as described in Appendix A Table 1 Section 3.1.3. Table of Uses Regulations C. Business and Commercial Use, shall exceed 25,000 SF of gross floor area in the ID2 District. A single establishment shall be defined as having independent access, egress and exit ways as required by State Building Code.”

Amend Section 5.0 **GENERAL REGULATIONS** by inserting the following language at the end of Section 5.1.9. **Special Permit To Reduce Number of Parking Spaces:** “In the ID2 District, the number of parking spaces required by Appendix A, Table 3 may be reduced upon the grant of a special permit by the Planning Board upon finding that special circumstances, such as shared or remote parking opportunities as defined in Section 5.1.12, render a lesser number of spaces adequate for all parking needs.”

Amend Section 5.2.14. by replacing:

“5.2.14 Signs in Industrial D (ID) Districts.” with the following:

“5.2.14 Signs in Industrial D (ID) and Industrial 2 (ID2) Districts.”

Amend **APPENDIX A TABLE 1 Section 3.1.3 Table of Use Regulations** by replacing 11. Self-service laundry or dry-cleaning operation to 11.a. Dry-cleaning laundry operation and 11.b. Self-service laundry operation and by inserting 26. Grocery store into the table:

	Residential Districts				Business Districts				Industrial Districts			
	SRA	SRB	SRC	APT	LS	OP	GB	MU	IG	IA	ID	ID2
C. Business and Commercial Uses												
11.a. Dry-cleaning laundry operation	N	N	N	N	N	N	BA	BA	BA	N	N	PB
11.b. Self-service laundry operation	N	N	N	N	N	N	BA	BA	BA	N	N	N
26. Grocery store	N	N	N	N	N	N	Y	Y	Y	N	N	PB

Amend **APPENDIX A TABLE 1 Section 3.1.3 Table of Use Regulations** by adding into the Industrial Districts Section a fourth column entitled “ID2”, identical in composition to the third column entitled “ID” except that in subsection C. Business and Commercial Uses, the following nine (9) uses shall require a special permit from the Planning Board which shall be signified by the use of the designation (“PB”) in the ID2 column as follows:

“3. Personal service establishment; 6. Retail sales establishment; 7. Convenience store; 11a. Dry cleaning operation; 12.a. Restaurant, sit-down; 12.b. Restaurant, fast-food; 14. Indoor commercial recreation establishment; and 26. Grocery Store with 9. Medical Center or clinic being a permitted use and shall be signified by the use of the designation “Y”.”

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	Residential Districts				Business Districts				Industrial Districts			
	SRA	SRB	SRC	APT	LS	OP	GB	MU	IG	IA	ID	ID2
C. Business and Commercial Uses												
3. Personal service establishment	N	N	N	N	N	N	Y	Y	Y	BA	N	PB
6. Retail sales establishment	N	N	N	N	N	N	Y	Y	Y	N	N	PB
7. Convenience store	N	N	N	N	N	N	BA	BA	N	N	N	PB
9. Medical center or clinic	N	N	N	N	BA	BA	Y	Y	Y	N	N	Y
11.a. Dry-cleaning laundry operation	N	N	N	N	N	N	BA	BA	BA	N	N	PB
12.a. Restaurant, sit-down	N	N	N	N	BA	N	Y	BA	Y	BA	BA	PB
12.b. Restaurant, fast-food	N	N	N	N	N	N	Y	BA	BA	N	N	PB
14. Indoor commercial recreation	N	N	N	N	BA	N	Y	N	Y	N	N	PB
26. Grocery store	N	N	N	N	N	N	Y	Y	Y	N	N	Y

Amend **APPENDIX A TABLE 2 Section 4.1.2 – Table of Dimensional Requirements** by adding to the end of the Table a row for Industrial D2:

District	Minimum Lot Dimensions (e)		(f) Minimum Yard Depth			Maximum Height (g)		Maximum Coverage
	Area (square feet)	Frontage (feet)	Front (feet)	Side (feet)	Rear (feet)	Feet	Stories	Including Accessory Building (percent)
Industrial D 2 (j)	--	50	50	40	40	50	3	30 (b)

Amend **APPENDIX A TABLE 3 Section 5.1.4. – Table of Off-Street Parking Requirements, C Business and Commercial Uses** by inserting the following row after 25. Major commercial project:

26. Grocery Store	1 space per 300 square feet of gross floor area
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And further that non-substantive changes to the numbering of this by-law be permitted in order that it be in compliance with the numbering format of the Andover Code of By-laws, or take any other action related thereto.

On the request of the Planning Board, Economic Development Council and
Green Advisory Board

It was moved and duly seconded to approve Article 50 as printed in the Warrant.

It was moved and duly seconded to amend the Main Motion by amending the Zoning Bylaw, Article VIII, Section 4.0 DIMENSIONAL REQUIREMENTS, Subsection 4.1.4.3.b. by inserting “Industrial 2 and” after “Industrial A and” and further that non-substantive changes to the numbering of this by-law be permitted in order that it be in compliance with the numbering format of the Andover Code of By-laws.

The Moderator declared the motion to amend the Main Motion PASSED by majority vote.

The Moderator then took up the Main Motion as amended

VOTE: A 2/3 vote being required for passage, the Moderator declared the Main Motion, as amended, PASSED by more than a 2/3 Vote

Board of Selectmen Report: Approval
Planning Board Report: Approval

Amend Town of Andover Zoning Map – Industrial 2 District (ID2) Dascomb Road

ARTICLE 51. To see if the Town will amend the Town of Andover Zoning Map to establish an ID2 District as shown on a plan titled, “Proposed Zoning District ID2 Dascomb Road”, dated, December 4, 2012, as prepared by and reviewed by the Town Engineer, which plan is on file in the Office of the Town Clerk and which is hereby made part of the Town Zoning Map and to rezone said area from ID to ID2.

And further that non-substantive changes to the numbering of this by-law be permitted in order that it be in compliance with the numbering format of the Andover Code of By-laws, or take any other action related thereto.

On the request of the Planning Board, Economic Development Council and
Green Advisory Board

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Upon motion made and duly seconded it was VOTED to approve Article 51 as printed in the Warrant.

VOTE: A 2/3 vote being required for passage, the Moderator declared the Motion PASSED by more than a 2/3 Vote

Board of Selectmen Report: Approval

Planning Board Report: Approval

Amend Town of Andover Zoning Map – Industrial 2 District (ID2) River Road

ARTICLE 52. To see if the Town will amend the Town of Andover Zoning Map, to establish an ID2 District as shown on a plan titled “Proposed Zoning District ID2 River Road”, dated, December 4, 2012, as prepared by and reviewed by the Town Engineer, which plans are on file in the office of the Town Clerk and which are hereby made part of the Town Zoning Map and to rezone said area from ID to ID2.

And further that non-substantive changes to the numbering of this by-law be permitted in order that it be in compliance with the numbering format of the Andover Code of By-laws, or take any other action related thereto.

On the request of the Planning Board, Economic Development Council and
Green Advisory Board

Upon motion made and duly seconded it was VOTED to approve Article 52 as printed in the Warrant.

VOTE: A 2/3 vote being required for passage, the Moderator declared the Motion PASSED by more than a 2/3 Vote

Board of Selectmen Report: Approval

Planning Board Report: Approval

Reichhold Parcel I Acquisition – Conservation LAND Grant

ARTICLE 53. To see if the Town will vote to appropriate a sum of money for the purpose of acquiring a portion of the Reichhold property for conservation, open space and passive recreation and/or any other purpose for which the Town is authorized to acquire land or interests in land located at 77 Lowell Junction Road, including the buildings thereon and to repair, maintain and demolish such buildings, shown as “Parcel 1, Conservation” and “Parcel 2, Conservation” on the

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Plan of Land entitled “Proposed Division Plan of Land in Andover, Massachusetts, Essex County, Prepared for Town of Andover,” Prepared by DGT Survey Group – North Shore, LLC, Newburyport, MA, which plan is on file with the Town Clerk’s Office and to authorize the Conservation Commission and the Board of Selectmen on behalf of the Town and/or the Conservation Commission, to: (i) acquire said land and buildings thereon, and any portion thereof, by gift, purchase (including but not limited to purchase using an appropriation made at the 2002 Annual Town Meeting, Warrant Article 23) or eminent domain and that to raise this appropriation, the Treasurer, with the approval of the Board of Selectmen, is authorized to borrow said sum under and pursuant to Chapter 44, Section 7, Clause (3) and/or Section 8C of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefore, or to take any other action related thereto; (ii) file on behalf of the Town any and all applications deemed necessary to seek reimbursement or grants under the Local Acquisitions for Natural Diversity (LAND) Grant Program, Chapter 132A, Section 11, and/or other reimbursement or grant programs in any way connected with the scope of this article and enter into agreements and execute any and all instruments as may be necessary on behalf of the Town to affect said purchase or grant; (iii) convey said land and buildings thereon to the Town under the provisions of Chapter 40, Sections 8c, and as it may thereafter be amended and other Massachusetts statutes relating to Conservation to be managed and controlled by the Conservation Commission; (iv) enter into a license or lease agreement to manage the property, or any portion thereof, consistent with the LAND Grant Program for maintenance, etc., or take any other action related thereto.

On request of the Conservation Commission

Upon motion made and duly seconded it was VOTED to authorize the funds appropriated by vote on Article 23 of the 2002 Annual Town Meeting to be expended for the purpose of acquiring a portion of the Reichhold property for conservation, open space and passive recreation located at 77 Lowell Junction Road, and shown as “Parcel 1, 42,058.38± sq. feet, 0.97± acres, Conservation” and “Parcel 2, 124,869.92± sq. feet, 2.87± acres, Conservation” on the Plan of Land entitled “Proposed Division Plan of Land in Andover, Massachusetts, Essex County, Prepared for Town of Andover,” Prepared by DGT Survey Group – North Shore, LLC, Newburyport, MA, which plan is on file with the Town Clerk’s Office and to authorize the Conservation Commission and the Board of Selectmen on behalf of the Town and/or Conservation Commission to: (i) acquire said land and any portion thereof, by gift, purchase (including but not limited to purchase using an appropriation made at the 2002 Annual Town Meeting, Warrant Article 23) or eminent domain and that to raise this appropriation, the Treasurer, with the approval of the Board of Selectmen, is authorized to borrow said sum under and pursuant to Chapter 44, Section 7, Clause (3) and/or Chapter 44, Section 8C of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefore, or to take any other action related thereto; (ii) file on behalf of the Town any and all applications deemed necessary to seek reimbursement or grants under the Local Acquisitions for Natural Diversity (LAND) Grant Program, Chapter 132A, Section 11, and/or other reimbursement or grant programs in any way connected with the scope of this article and enter into agreements and execute any and all instruments as may be necessary on behalf of the Town to affect said purchase or grant; (iii) convey said land and buildings thereon to the Town under the provisions

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of Chapter 40, Sections 8c, and as it may thereafter be amended and other Massachusetts statutes relating to Conservation to be managed and controlled by the Conservation Commission.

**VOTE: A 2/3 vote being required for passage, the Moderator declared the Motion
PASSED by more than a 2/3 Vote**

Board of Selectmen Report: Approval

Planning Board Report: Approval

Reichhold Parcel I Acquisition & PARC Grant

ARTICLE 54. To see if the Town will vote to appropriate the sum of \$550,000 for the purpose of acquiring a portion of the Reichhold property for recreation purposes, municipal storage and/or any other purposes for which the Town is authorized to acquire land or interests in the land located at 77 Lowell Junction Road including the buildings thereon and to repair, maintain and demolish such buildings, shown as “Town Land” on the Plan of Land entitled “Proposed Division Plan of Land in Andover, Massachusetts, Essex County, Prepared for Town of Andover,” Prepared by DGT Survey Group – North Shore, LLC, Newburyport, MA”, which plan is on file with the Town Clerk’s Office and to authorize the Board of Selectmen on behalf of the Town, acting on its own or as the Recreation Commission, to: (i) acquire land and buildings thereon, or any portion thereof, by gift, purchase (including but not limited to purchase using an appropriation made at the 2001 Annual Town Meeting, Warrant Article 12) or eminent domain and that to raise this appropriation, the Treasurer, with the approval of the Board of Selectmen, is authorized to borrow said sum under and pursuant to Chapter 44, Section 7, Clause (3) and/or Section 8C of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefore, or take any other action related thereto; (ii) seek reimbursement or grants under the Parkland Acquisitions and Renovations for Communities (PARC) Program (301 CMR 5.00) and/or any others in any way connected with the scope of the Article and enter into all agreements and execute any and all instruments as may be necessary on behalf of the Town to affect said acquisition and said reimbursement and grants; (iii) convey said land and buildings thereon, or any portion thereof, to the Town under the provisions of Chapter 45, Section 14, and as it may be hereafter amended and other Massachusetts statutes relating to recreation, to be managed and controlled by the Board of Selectmen acting as the Recreation Commission; (iv) once acquired, to lease said land and buildings, or any portion thereof, to a third party or third parties upon terms and conditions deemed appropriate by the Board of Selectmen; (v) enter into a license or lease agreement to manage the property, or any portion thereof, consistent with the Urban Self-Help Act grant program for maintenance, etc. or take any other action related thereto.

On request of the Conservation Commission

Upon motion made and duly seconded it was VOTED to appropriate the sum of \$550,000 in addition to the funds appropriated by vote on Article 12 of the 2001 Annual Town Meeting for the purpose of expending an amount not to exceed \$ 100,000 from the appropriation of \$550,000 for the repair and/or demolition of the buildings located on the property described in this Article, and expending an amount not to exceed \$500,000 from the appropriation of \$550,000 (provided

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that in the aggregate the expenditures from this appropriation shall not exceed \$550,000) for acquiring a portion of the Reichhold property for recreation purposes located at 77 Lowell Junction Road shown as “500,391.51 Sq. Feet, 11.49± Acres, Town Land” on Plan of Land entitled “Proposed Division of Plan of Land in Andover, Massachusetts, Essex County, Prepared for Town of Andover,” Prepared by DGT Survey Group – North Shore, LLC, Newburyport, MA”, which plan is on file with the Town Clerk’s Office and to authorize the Board of Selectmen on behalf of the Town, acting on its own or as the Recreation Commission, to: (i) acquire land and buildings thereon, or any portion thereof, by gift, purchase (including but not limited to purchase using an appropriation made at the 2001 Annual Town Meeting, Warrant Article 12) or eminent domain and that to raise this appropriation, the Treasurer, with the approval of the Board of Selectmen, is authorized to borrow said sum under and pursuant to Chapter 44, Section 7, Clause (3) and/or Chapter 44, Section 8C of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefore, or take any other action related thereto; (ii) seek reimbursement or grants for the purpose of the land described above and designated as “Town Land” in the amount of the value of the land purchased, not to exceed \$ 400,000 under the Parkland Acquisitions and Renovations for Communities (PARC) Program (301 CMR 5.00) and/or any others in any way connected with the scope of the Article and enter into all agreements and execute any and all instruments as may be necessary on behalf of the Town to affect said acquisition and said reimbursement and grants; (iii) convey said land and buildings thereon, or any portion thereof, to the Town under the provisions of Chapter 45, Sections 14, and as it may be hereafter amended and other Massachusetts statutes relating to recreation, to be managed and controlled by the Board of Selectmen acting as the Recreation Commission; (iv) once acquired, to lease said land and buildings, or any portion thereof, to a third party or third parties upon terms and conditions deemed appropriate by the Board of Selectmen; (v) enter into a license or lease agreement to manage the property, or any portion thereof, consistent with the PARC (formerly Urban Self-Help) Act grant program.

VOTE: A 2/3 vote being required for passage, the Moderator declared after a Standing Count that the Motion PASSED by a vote of 208 in favor to 31 opposed

Finance Committee Report: Approval
Board of Selectmen Report: Approval
Planning Board Report: Approval

Overlay Surplus Transfer for Tax Abatement and Exemptions

ARTICLE 55. To see if the Town will vote to transfer a sum of money from Overlay Surplus and appropriate to various fiscal years Allowance for Abatements and Exemptions accounts, or take any other action related thereto.

On request of the Finance Director

Upon motion made and duly seconded it was VOTED to Withdraw Article 55 from the Warrant

VOTE: A simple majority vote required for passage, the Moderator declared the

Motion PASSED by a Majority Vote

Overlay Surplus Transfer for Property Revaluation

ARTICLE 56. To see if the Town will vote to transfer \$80,000 from Overlay Surplus to fund the FY-2015 tri-annual property tax revaluation, or take any other action related thereto.

On request of the Finance Director

Upon motion made and duly seconded it was VOTED to approve Article 56 as printed in the Warrant.

VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote

Finance Committee Report: Approval

Board of Selectmen Report: Approval

Zoning Bylaw Amendment – Definitions of Retail Sales Establishments and Restaurant, Fast Foods

ARTICLE 57. To see if the Town will vote to amend the Andover Zoning Bylaw, Article VIII, §10.0 DEFINITIONS by amending the definitions of Retail Sales Establishment and Restaurant, Fast-Food as follows, insert “which can include the sale of food and drink” after “goods” in the Retail Sales Establishment definition and replace “food or drink” with “a complete meal to be sold in whole or in pieces” in the Restaurant, Fast-Food definition, to read as follows:

RETAIL SALES ESTABLISHMENT

A facility selling goods which can include the sale of food and drink for consumption on or off the premises, but not otherwise specifically listed in the Table of Use Regulations; including the sale of such merchandise other than at retail if incidental to the operation of a retail establishment, including processing and/or assembly of merchandise when clearly accessory to the sale of such merchandise on the premises.

RESTAURANT, FAST-FOOD

An establishment whose primary business is the sale of a complete meal to be sold in whole or in pieces for consumption on or off the premises which is: (a) primarily intended for immediate consumption rather than for use as an ingredient or component of meals; and (b) available upon a short waiting time; and (c) packaged or presented in such a manner that it can readily be consumed outside the premises where it is purchased.

And further that non-substantive changes to the numbering of this by-law be permitted in order that it be in compliance with the numbering format of the Andover Code of By-laws, or take any other action related thereto.

On request of the Planning Board

Upon motion made and duly seconded it was VOTED to approve Article 57 as printed in the Warrant.

VOTE: A 2/3 vote being required for passage, the Moderator declared the Motion PASSED by more than a 2/3 Vote

Board of Selectmen Report: Approval

Planning Board Report: Approval

Land Transfer – High Plain Road

ARTICLE 58. To see if the Town will vote to accept from Donald and Lesley Durant the land shown as Parcel A on “Plan of Land, 278R High Plain Road, Andover, MA 01810, Scale 1” = 40’, prepared for Donald & Lesley Durant, by JM Associates, 325 Main Street, North Reading, MA 01864, dated September 26, 2012”, on file with the Town Clerk’s Office, with said land in the care, custody and control of the Conservation Commission and to convey to Donald and Lesley Durant, Parcel B as shown on said Plan, and to authorize the Town Manager and Board of Selectmen to petition the General Court for Special Legislation, notwithstanding General Laws Chapter 30B or any general or special law to the contrary, authorizing said conveyance providing that the General Court may reasonably vary the form and substance of the requested legislation within the scope of the general public objectives of the petition, and subject to the condition that these conveyances shall be free and clear of all encumbrances, but may be subject to such utility easements, restrictions and other easements and rights as may be acceptable to the Board of Selectmen, and subject to such terms and conditions as the Selectmen deem advisable in the interest of the Town of Andover, or take any other action related thereto.

On petition of Donald and Lesley Durant and others

Upon motion made and duly seconded it was VOTED that the Town accept from Donald and Lesley Durant the land shown as Parcel A on “Plan of Land, 278R High Plain Rd., Andover, MA 01810, Scale 1” = 40’, Prepared for Donald & Lesley Durant, by JM Associates, 325 Main Street, North Reading, MA 01864 dated Sept. 26, 2012,” on file with the Town Clerk’s Office, with said land to be in the care, custody and control of the Conservation Commission and to convey to Donald and Lesley Durant Parcel B as shown on said Plan, upon payment from Donald and Lesley Durant to the Town of Andover in the amount of Eight Thousand Five Hundred Dollars, and to authorize the Town Manager and Board of Selectmen to petition the General Court for Special Legislation, notwithstanding General Laws Chapter 30B or any general or special law to the contrary, authorizing said conveyance providing that the General Court may reasonably vary the form and substance of the requested legislation within the scope of the general public objectives of the petition, and subject to the condition that these conveyances shall be free and clear of all encumbrances, but may be subject to such utility

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easements, restrictions and other easements and rights as may be acceptable to the Board of Selectmen, and subject to such terms and conditions as the Selectmen deem advisable in the interest of the Town of Andover.

VOTE: A 2/3 vote being required for passage, the Moderator declared after a Standing Count that the Motion PASSED by a vote of 188 in favor to 0 opposed

Board of Selectmen Report: Approval
Conservation Commission Report: Approval

Zoning Bylaw Amendment – Section 8.1.2 Watershed Protection Overlay District Establishment

ARTICLE 59. To see if the Town will vote to amend the first paragraph of the Andover Zoning Bylaw, Article VIII, §8.1.2 Establishment, by amending the reference to a plan to read as follows:

8.1.2 Establishment

The WPOD includes all the lands which create the catchment or drainage areas of Fish Brook or Haggetts Pond as part of their natural or man-made drainage system. The district includes all areas designated on the plan titled "Fish Brook/Haggetts Pond Watershed Protection Overlay District", dated December 2012, prepared by the Town Engineer, which plan is on file in the Office of the Town Clerk and which is hereby made part of the Town Zoning Maps.

And further that non-substantive changes to the numbering of this by-law be permitted in order that it be in compliance with the numbering format of the Andover Code of By-laws, or take any other action related thereto.

On request of the Planning Board, Board of Health and Conservation Commission

Upon motion made and duly seconded it was VOTED to approve Article 59 as printed in the Warrant.

VOTE: A 2/3 vote being required for passage, the Moderator declared the Motion PASSED by more than a 2/3 Vote

Board of Selectmen Report: Approval
Planning Board Report: Approval

Streamgauging Station on the Shawsheen River

ARTICLE 60. To see if the Town will vote to raise by taxation, transfer from available funds, borrowing or by any combination thereof, and appropriate the sum of \$60,000 for the purpose of installing, operating and maintaining a Streamgauging Station on the Shawsheen River at Balmoral Street and further to authorize the Town Manager to enter into an agreement for the same with the United States Geological Survey, or take any other action related thereto.

On petition of John B. Mahoney and others

On motion made and duly seconded it was VOTED that the Town appropriate and raise by taxation the sum of \$60,000 for the purpose of installing, operating and maintaining a Streamgauging Station on the Shawsheen River at Balmoral Street and further to authorize the Town Manager to enter into an agreement for the same with the United States Geological Survey.

VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote

Finance Committee Report: Disapproval

Board of Selectmen Report: Disapproval

Street Acceptance – Crystal Circle

ARTICLE 61. To see if the Town will vote to accept and name as a public way the following street: Crystal Circle:

Crystal Circle, as shown on a plan approved by the Andover Planning Board entitled “Crystal Circle”, dated 9/28/06 through 4/01/07, as prepared by DK Engineering Associates, Inc. and recorded in the Essex North District Registry of Deeds as Plan Number 35859D, or take any other action related thereto.

On request of the Board of Selectmen

Upon motion made and duly seconded it was VOTED to approve Article 61 as printed in the Warrant.

VOTE: A simple majority vote required for passage, the Moderator declared the Motion PASSED by a Majority Vote

Board of Selectmen Report: Approval

Planning Board Report: Approval

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On motion of Town Counsel, Thomas Urbelis, duly made and seconded it was voted by a Majority vote to dissolve the Annual Town Meeting at 10:07 P.M.

A true record

A T T E S T

Lawrence J. Murphy
Town Clerk